



## NEWS: EUROPE

# Juppé grasps the welfare nettle

PM's reform plans stunned the National Assembly yesterday, writes David Buchan

A ny serious overhaul of France's social security system - which has become riddled with waste and vested interests over the past 50 years - was bound to cause a big impact. But Mr Alain Juppé, the prime minister, deliberately resorted to shock tactics in presenting his reforms yesterday to a spellbound National Assembly.

First, he proposed to cut next year's estimated welfare deficit of FF16bn (£8bn) not just in half, as he had promised earlier, but to FF12bn.

Second, reversing the traditional tack taken by French governments when confronted with a financial gap, he proposed closing it more by cutting welfare spending than by raising welfare charges and taxes. Next year alone, he plans savings of FF11bn and increased charges of FF12bn.

The prime minister flourished another new figure before the National Assembly where some of his backbenchers, particularly supporters of his predecessor, Mr Edouard Balladur, had complained in this week's social security debate that the government was exaggerating by putting

## Social security: the axe falls

- Debt: total FF250bn backlog to be repaid over 13 years by a new 0.5 per cent levy on all income.
- Deficit: to be cut from FF64bn in 1995 to FF17bn in 1996.
- Future funding: to be shifted from payroll to income levies, with companies paying more according to value added than number of employees.
- Old people: pension contributions to be extended from 37.5 to 40 years. Proposed homecare allowance delayed to 1997.
- Family allowances: to be frozen in 1996 and taxed from 1997.
- Health: some insurance contributions to rise 1.2 per cent in 1996 and 1997. Spending controls on hospital, doctors and drug companies. Patients should consult general practitioners before going to specialists.

Prime Minister Alain Juppé



next year to lop FF1.5bn off the FF40bn annual cost of running the system.

Indeed, the system itself will be turned upside down. Overt control will now pass from unions and employer organisations to parliament. Mr Juppé announced that the government would soon table a constitutional amendment to bring the welfare system under the purview of parliament, which would set welfare taxes and fix its spending goals each year. Taking the system out of the grasp of unelected "social partners" would give it "new democratic legitimacy", Mr Juppé

said.

He plans to use another special procedure. Proposals to unify the country's 19 different health insurance schemes, to widen the current CSG welfare charge, and to create private pension funds will be presented in the form of standard legislation. But all immediate financial changes, and everything relating to the reorganisation of hospitals and doctors' practices, are to be passed by decree.

Legislation by decree only requires MPs to vote on the measure en bloc. It therefore saves time, and MPs' the embarrassment of having to take a position on individually unpopular measures.

In return for all this, Mr Juppé only made one notable concession. He postponed until 1997 a homecare allowance for the elderly which he had made a key pledge for his new government.

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## EU fund to help film industry financing

By Emma Tucker in Brussels

A bold initiative to revitalise Europe's film industry through a guarantee fund aimed at mass-appeal productions was launched by the European Commission yesterday.

The Ecu200m (£170m) fund is to bolster popular, commercially-sound television and film productions from well-established companies rather than "one-off, artistically brilliant but financially disastrous" projects, as one industry source put it.

The fund will make it easier for film companies to raise money from banks

and financial institutions by acting as an insurer. It will offer financial back-up partial guarantees on loans and credit to film and programme makers.

"By diversifying and spreading the risks, it will encourage the financial sector to step up the scale of its activities in support of the industry," said the Commission. Mr Marcelino Oreja

and Mr Yves Tibault de Silguy, respectively commissioners for audiovisual policy and economic affairs, believe the fund will mobilise some Ecu1bn of finance.

The initiative marks a shift away from the idea that direct subsidies

are still provided by most EU countries, are the best way to enhance Europe's film industry.

It reflects a belief in the industry that incentives such as guarantee funds are a better way of promoting competitiveness and meeting the challenge from Hollywood.

"New financial incentives to encourage large-scale investment in film are key to the development of a healthy and competitive audiovisual industry in Europe," said Polygram, the Netherlands-based music and entertainment group.

Big European film companies were

delighted with the scheme. "This plan is not asking for hand-outs or subsidies," said the European Film Companies Alliance, lobby group which counts French, German, British, Dutch, Italian and Spanish companies among its members. "The fund will be a market-oriented incentive scheme, administered with financial discipline by commercial bankers."

The fund, which will benefit European production and distribution companies, is intended exclusively for fictional works as "original works with wide audience appeal" is where Europe faces its biggest deficit, according to Brussels. To win backing from the fund, projects will have to have "major European and international market potential".

It will not operate in direct contact with companies, but via the banks and insurance companies which propose to share the risks associated with the productions.

The fund will be administered by the European Investment Fund (EIF) set up as a general guarantee fund for other EU initiatives last year. The EIF was set up by the European Investment Bank, the Commission and 76 financial institutions.

## Santer doubt on stability pact

By Lionel Barber in Brussels

Germany's plan for a "stability pact" on budget discipline within a future European monetary union received qualified endorsement yesterday from Mr Jacques Santer, the Commission president.

While firmly supporting the idea of sustained fiscal discipline for Ecu members, Mr Santer said there could be no changes in Maastricht treaty rules governing membership.

"The Commission could accept a stability pact only to the extent this would increase cohesion in the member states which are members of the monetary union," he said in Strasbourg.

The worry in Brussels is that Germany's push for a stability pact could serve as a cover for tightening the so-called convergence criteria on deficits, debt, inflation rates and exchange rate stability which govern entry into Ecu.

Mr Theo Waigel, German finance minister, has insisted he has no desire to modify the treaty. But the Commission is uncomfortable about his proposal for draconian fines on countries which run deficits in excess of Maastricht's ceiling of 3 per cent of GDP.

EU finance ministers are due to discuss the German plan – and this week's European Monetary Institute's report on the changeover to a single European currency – in Brussels on November 27. Some officials

are already predicting a lively exchange over the way Germany is dominating the Ecu debate.

Mr Waigel's campaign is partly in response to the threat by the opposition Social Democrat party to exploit public ambivalence about a single currency as an election issue. But it may also be an attempt to make the Ecu scheme more credible and credible.

Mr Felipe Gonzalez, Spanish prime minister, warned about creating confusion concerning the Maastricht treaty, particularly for those countries which are going to form the nucleus of monetary union. Some countries were making tremendous efforts to qualify for a single currency, he said. This process could be derailed if the membership criteria were altered.

Mr Santer and Mr Gonzalez were appearing at a joint news conference with Mr Klaus Haensel, president of the European Parliament, after the first ever political debate on the state of the Union.

In his speech, Mr Santer warned against a minimal outcome at next year's intergovernmental conference to review Maastricht and said it was vital to prepare for enlargement to the east. Without mentioning an extension of qualified majority voting directly, he said that without further institutional changes there was a risk of having an enlarged Union which was totally paralysed.

Flynn tries to end long disagreement on single market issues

## Brussels dusts off blocked laws

By Caroline Southey in Brussels

The European Commission yesterday launched a novel initiative to end years of disagreement on five pieces of single market legislation covering important aspects of company law.

The statutes have been blocked, in one case for more than 20 years, because some member states, notably Britain, opposed the inclusion of clauses relating to employee consultation.

Four of the statutes set out a single law for the creation of companies, associations, mutual societies and co-operatives – designed to let them operate Europe-wide without having to set up subsidiaries in different member states. The fifth directive covers the powers and obligations of public limited companies.

A Commission official said Mr Flynn was "initiating a debate" on how to break the impasse on the statutes and address the problem of worker consultation. He has invited comments from member states, the European Parliament, employers' federations and unions on the various alternatives outlined in the paper.

Britain could be excluded

from the benefits of the statutes if their implementation is conditional on acceptance of the works council directive. The UK has an opt-out from the directive, agreed by the other 14 member states which would object to the idea of giving Britain

the benefits of the statutes without having to address the issue of employee consultation.

Mr Flynn has also suggested that Brussels draw up ground rules on worker involvement for national companies.

An EU official pointed out that the Commission's proposals could also face union opposition. "The Commission might be accused of retreating. But the reality is that the statutes are blocked. Unless we do something nothing will be achieved," he said.

The works council directive says only that employees have to be informed and consulted, while the clauses in the five statutes provide for the right of employee involvement in company affairs at board level.

In addition, the works council directive covers only multinational companies with 1,000 employees, including at least 150 in two member states.

## Accounting rules may be changed

By Emma Tucker in Brussels

The European Commission is investigating ways of allowing EU companies to prepare their consolidated accounts on the basis of international accounting standards, following complaints that accounts prepared on the basis of national legislation are not accepted in the main securities markets outside Europe.

Companies currently have to prepare two sets of accounts, which can confuse investors by giving different results.

"Companies should only be required to prepare one set of consolidated accounts," said Mr Mario Monti, the commissioner responsible for financial services.

Mr Monti believes EU accounting rules are flexible enough to allow companies to

prepare one set of accounts without far-reaching legislative changes, helping to ease their access to international capital markets.

"We are looking for compatibility between European accounting laws and international accounting standards," said an official. "We want to find out how companies can use international standards as a framework for their

accounts without violating existing EU rules."

A task force of experts from the member states is to investigate where there are conflicts between EU norms and international standards. The Commission will then decide whether further legislation is required or – the preferred option – how better to interpret the existing law to allow for compatibility.

## Car sales ticking over in Europe

Car sales in western Europe rose slightly last month, but manufacturers fear recovery has petered out and that total sales this year will be little changed from 1994, writes John Griffiths.

Total sales last month reached 926,300, 1.6 per cent up on the 912,100 of the previous October. Of the 17 individual markets covered in European Automobile Manufacturers' Association statistics, 10 showed increases, but these included Norway, Finland, Greece and Ireland, whose combined sales were only around 30,000.

For the first 10 months of the year, Western European sales reached 10,284,400, a rise of only 0.7 per cent on the same period of last year. Germany, which typically accounts for around 25 per cent of the sales total, was one of only two large markets to record a significant year-on-year sales rise in October – of 9.4 per cent to 246,800 units. The other was the UK, where sales were 11.5 per cent higher in October, at 138,600 units.

Even the reintroduction in France of government-sponsored incentives to stimulate new car purchases produced no response, the market there falling by 6.5 per cent in October compared with the same period a year ago.

October saw the Volkswagen group, including Audi, Seat and Skoda, further consolidate its position as west European market leader. Its unit sales rose by 11.8 per cent to 162,606, representing a market share of 17.6 per cent, more than 5 percentage points clear of second-placed General Motors.

WEST EUROPEAN NEW CAR REGISTRATIONS January-October 1995

	Volume (Units)	Volume Change (%)	Share (%) Jan-Dec 94	Share (%) Jan-Dec 95
<b>TOTAL MARKET</b>	10,284,400	+0.7	100.0	100.0
<b>MANUFACTURERS:</b>				
Volkswagen group	1,714,182	+6.8	16.7	15.9
- Volkswagen	1,091,582	+4.4	10.6	10.2
- Audi	320,393	+21.4	3.1	2.6
- Seat	247,121	+1.9	2.4	2.5
- Skoda	55,080	+7.8	0.5	0.5
General Motors	1,342,767	+2.1	13.1	12.3
- Opel/Vauxhall	1,229,211	+1.3	12.5	12.3
- GM	49,577	+1.3	0.5	0.4
Ford group	1,238,940	+1.5	12.1	12.0
- Ford	1,226,561	+1.2	11.9	11.8
- Jaguar	13,378	+5.1	0.1	0.1
PSA Peugeot Citroen	1,238,968	-5.4	12.0	12.2
- Peugeot	739,754	-6.1	7.2	7.7
- Citroen	498,212	-4.4	4.9	5.1
Fiat group*	1,122,937	+2.0	10.9	10.8
- Fiat	879,076	+0.3	8.5	8.5
- Lancia	152,040	+1.2	1.3	1.3
- Alfa Romeo	105,526	+22.7	1.0	0.8
Renault	1,071,152	-3.4	10.4	10.8
BMW group	636,726	-4.1	6.2	6.5
BMW	331,823	+0.4	3.2	3.2
Rover	304,903	-8.6	3.0	3.3
Mercedes-Benz	346,160	-5.8	3.4	3.6
Volvo	187,708	+9.8	1.8	1.7
Nissan	319,684	-4.5	3.1	3.3
Toyota	263,181	-2.3	2.6	2.6
Honda	155,557	+5.2	1.5	1.4
Mitsubishi	144,724	-5.4	1.4	1.5
Total Japanese	1,177,530	-0.8	10.8	11.0
Total Korean	149,050	+6.1	1.4	0.9
<b>MARKETS:</b>				
Germany	2,821,500	+3.8	27.4	26.6
United Kingdom	1,730,800	+1.2	16.8	16.7
France	1,615,500	+0.5	15.7	15.7
Italy	1,428,900	-1.0	13.9	14.1
Spain	659,400	-8.4	6.7	7.4

\*VW holds 50.3 per cent and management control of Stock. Stockless cars imported from US and sold in west Europe.

\*\* Fiat group includes Fiat, Alfa Romeo, Lancia, Ferrari and Maserati.

Source: ACEA European Automobile Manufacturers Association estimates. Figures are rounded.

**KEEP YOUR EDGE**

Today's innovation could be tomorrow's relic. So we never stop developing leading-edge technology. Take our fighter, airlift and maritime-patrol aircraft. We start by listening closely to our customers. Then we deliver highly integrated solutions with advanced avionics and mission systems. While continually improving dedicated support services. The result? Aircraft to dominate the skies well into the 21st century.

LOCKHEED MARTIN   
Mission Success

## NEWS: EUROPE

# Russia waves China card in Nato's face

By John Thornhill in Moscow and Bruce Clark in Washington

Russia hinted yesterday that it might try to draw China into a new, anti-western security bloc if Nato went ahead with plans to expand eastwards.

General Pavel Grachev, the Russian defence minister, also said Moscow would not meet the terms of the Conventional Forces in Europe (CFE) agreement, one of the cornerstones of post-cold war arms control, by midnight tomorrow when the deadline for compliance expires.

In a further escalation of Moscow's anti-Nato rhetoric, Gen Grachev said any enlargement of the Atlantic alliance

would create a new balance of forces in Europe and "plant the seeds for further dangerous crises".

Speaking after a top-level review of Russia's strategic priorities, he said Moscow aimed to strengthen security agreements with Belarus and Kazakhstan by the end of the year.

"If Nato looks east, then we will also look east and find allies with whom we can solve security problems," he said. Gen Grachev was apparently alluding to China as well as the ex-Soviet republics.

Referring to the CFE accord, Gen Grachev said: "We are not ready at the moment to carry out the provisions of this treaty" adding that the Chechen conflict required Moscow to

keep more troops in the Caucasus region than the treaty allowed.

These comments indicate the failure of a compromise stitched together by Gen Grachev and his US counterpart, Mr William Perry.

This accord would have limited the areas of north-western and south-western Russia where Moscow's armour is subject to restrictions.

Turkey, a Nato member, had already criticised the Perry-Grachev deal as too generous to Russia, and Gen Grachev's remarks suggest that Moscow now regards the compromise as not generous enough.

In a separate problem for Nato, alliance members were struggling yester-

day to reach agreement on a new secretary-general, following the failed candidacy of the former prime minister of The Netherlands, Mr Ruud Lubbers.

Mr Javier Solana, 53, the Spanish foreign minister who signalled his interest in the job last month, insisted yesterday that his country could provide a secretary-general, even though it does not participate fully in Nato's integrated military structure.

US officials said the status of Spain could be a drawback, but Mr Solana's fluent English and close ties with the US - he is a former Fulbright scholar

and is said to have a good relationship with senior administration figures - would count in his favour.

Washington remains interested in the candidacy of Mr Uffe Ellemann-Jensen, the former Danish foreign minister who has run into French objections.

Mr Felipe González, the Spanish prime minister, said Mr Solana would make a "magnificent" secretary-general but added that Spain had not yet considered the suggestion.

"We have not considered the possibility of putting forward Mr. Solana's name as secretary-general of Nato," Mr González told journalists in Brussels.

Spain's Foreign Ministry said Madrid reserved the right to put forward a name. "For the time being there is no Spanish candidate," the ministry said.

## EUROPEAN NEWS DIGEST

## Polish rivals neck-and-neck

President Lech Wałęsa and his challenger for Poland's presidency, Mr Alexander Kwasniewski, are running neck-and-neck before the second round of voting on Sunday, according to latest opinion polls.

One poll carried out before last Sunday's live television debate gave Mr Wałęsa, the former Solidarity leader, 51 per cent, two points ahead of his former Communist rival. However, another put Mr Kwasniewski, leader of the Democratic Left Alliance party (SLD), at 51.5 per cent, against Mr Wałęsa's 48.5.

Yesterday the Wałęsa campaign tactfully admitted that the president had misjudged the popular mood in the first television debate and that he would be "statesmanlike" in last night's second debate. The two sides continue to trade allegations, with Mr Wałęsa's supporters claiming Mr Kwasniewski paid a lower than market price for his flat and that Mr Jerzy Dziedzic, a Kwasniewski supporter responsible for security, had contacts with Mossad, the Israeli intelligence agency.

Christopher Bobinski, Warsaw

## Russians pass draft budget

The lower house of Russia's parliament yesterday approved a modified version of the 1996 draft budget after the government agreed to increase spending on social programmes, agriculture, and defence by an additional Rb450bn (\$1bn).

The government received unexpected support from Mr Vladimir Zhirinovsky, the leader of the ultra-nationalist Liberal Democratic party of Russia, whose support helped push the budget through by a margin of 237 votes to 77 after it was initially rejected three times yesterday.

The draft budget, which had already been amended by a conciliatory commission composed of government ministers and parliamentary deputies, envisages an average monthly inflation of 1.9 per cent and a budget deficit of 3.8 per cent. But some of the details will have to be further re-worked after the government's latest promise to increase total expenditure by about 1 per cent. Meanwhile, the upper house of parliament yesterday confirmed that next year's presidential poll would take place on June 16.

John Thornhill, Moscow

## Oslo's central banker goes

Mr Thorstein Moland, Norway's central bank governor, said last night he was stepping down temporarily while authorities investigate a tax case against him. "I have a clear conscience (but) my credibility has been questioned. I find it difficult to carry out my duties as central bank governor so I am stepping down temporarily while the matter is dealt with," Mr Moland told a news conference. Investigators are looking at a limited partnership of around 150 investors established to acquire Airbus aircraft. Mr Moland is being investigated to determine if he had prior knowledge of a repurchase agreement which would have allegedly given him illegal tax breaks. Reuter, Oslo

## Czechs set to join OECD

Mr Josef Zíbranec, the Czech foreign minister, is to sign an agreement on November 28 allowing the Czech Republic to join the Organisation for Economic Co-operation and Development, Mr Vaclav Klaus, the prime minister, said yesterday.

He told reporters that after parliament had ratified the agreement, the Czech Republic would become the 26th member of the organisation of industrialised nations and the first from post-communist eastern Europe. Reuter, Prague

## SPD pledges loyalty to EU

By Peter Norman in Mannheim

Germany's opposition Social Democratic party (SPD) yesterday put its internal discord briefly to one side and pledged itself to the causes of European Union, international peace and job creation in Germany.

In a rousing speech that earned an enthusiastic standing ovation from the delegates to the SPD congress in Mannheim, Mr Oskar Lafontaine, the prime minister of the Saar and deputy chairman of the party, insisted that the SPD "is and stays the European party of Germany".

In putting the party leadership squarely behind the idea of European union, Mr Lafontaine dispelled the impression that the SPD was hostile to the idea of economic and monetary union (Emu). But some reservations were apparent in spite of his pro-European rhetoric. It had been a mistake not to link Emu closer to the political union of Europe, he said. A European economic policy was needed to make Emu work. It would also be necessary to link the currencies of non-Emu countries in Europe to the single European currency to avoid competitive devaluations that would destroy jobs in Emu member states.

Mr Lafontaine's speech lifted the party congress out of the introspective and bitter discussion about divisions in the

### Beaujolais Nouveau producers get sniffy on boycott

By Andrew Jack in Paris

Opposition to French nuclear testing in the South Pacific may have cut demand for Beaujolais Nouveau in some countries, but the French are bracing themselves to make up the shortfall.

After years of turning up their noses at what many saw as a snobby or *arriéote* Parisian obsession, *la France profonde* (outside the capital) is apparently beginning to express interest in the first significant wine crop of the year.

The light-bodied, fruity red wine was "discovered" by smart Parisian cafés and brasseries after the war, with the slogan *le Beaujolais nouveau est arrivé*. Consumption topped 50m bottles last year, boosted by decades of international hype, including races to bring the first bottles from producer to table.

Figures released by the Beaujolais producers' association, ahead of the launch today of this year's wine, suggest that any boycott may be offset by a surge in domestic demand even though the overall wine market is in



Austrian artist Hermann Nitsch pouring pig's blood on to dead fish outside the French embassy in Vienna yesterday in protest against France's nuclear testing in the South Pacific. A French embassy spokesman, who said he rated Nitsch's work highly, described the protest as artistic expression.

decline. Mr Michel Deflache, assistant director of the producers' association, said advance orders for Beaujolais Nouveau were down 30 per cent in Japan and more than 5 per cent in the Netherlands. There had been noticeable drops in demand elsewhere, including Australia, New Zealand and Scandinavia, but these were insignificant markets for Beaujolais.

There was growth in other markets, he said, including in the UK, where Mr John Major, the prime minister, has refused to criticise President Jacques Chirac's decision to re-start testing. But the market in France, which represents about a half of sales, was growing well. "Beaujolais is rediscovering its roots," he said.

He conceded that Beaujolais Nouveau was not a top-range wine, but said the French were increasingly drinking it as a party wine.

The country's cafés have gone into decline, with thousands closing in the last few years, but Mr Deflache said interest among restaurants was growing and more and more French people were buying Beaujolais Nouveau to

drink at home. He cited a chain of 300 wine stores which was stocking Beaujolais Nouveau for the first time this year.

But today's release of the new season's Beaujolais comes against a background of an overall decline in wine sales, particularly of red wine. France's National Interprofessional Wine Office said domestic wine consumption fell 7 per cent in 1994 compared with the year before, continuing a long-term trend - the number of people buying wine fell, as did the average number of bottles each bought.



John Thornhill



## NEWS: INTERNATIONAL

Nigeria's military rulers are united in valuing their grip on power at home above their image abroad

## For Abacha's regime, the world can wait

When Nigeria's army rulers met last week to confirm the death sentences against Mr Ken Saro-Wiwa and eight other Ogonis, they had to choose between securing their grip on power at home and keeping on good terms with the world.

It did not take long. The swift order to execute the men last Friday was a clear statement of their priorities. At the top of the list is a firm hold on the armed forces during a slow move towards civilian elections without any serious challenge from civilian opponents. Friendship with Nigeria's international creditors, trading partners and fellow African nations can wait.

General Sani Abacha's reactionary power base was united in favour of execution of the nine Ogonis for murdering four rival politicians last year.

The decision earlier this year to commute the sentences of retired generals Shehu Yar'Adua and Olusegun Obasanjo and other officers alleged to have plotted a coup was seen by the hawks in the army as a sign of weakness, with possible effects on discipline.

So when it came to the fate of Mr Saro-Wiwa and his fellow Ogonis there was to be no backing down.

There has been little protest within Nigeria. In the Niger delta, where there is anger at the executions, a heavy army and police presence has deterred any disorder.

However, the civilian ruling class dominated by the mainly Moslem and Hausa-speaking north saw Mr Saro-Wiwa as a trouble-maker whose campaign for the rights of minority tribes in the oil producing region threatened the unity of the country and the flow of about \$7bn a year in oil revenue from the Niger delta to the rest of the country. This revenue sustains the government and is the lifeline of the civilian politicians in the south who are hungry for fresh elections and are aligning themselves for the formation of political parties under the watchful eye of the government.

The regime also felt justified in going ahead with the executions because, as was not the case with the alleged coup plot, this could be presented as a straightforward criminal case.

Abacha, right, felt snubbed by the west when they criticised his three-year transition programme announced in October when he commuted the sentences of the alleged coup-plotters.

There was a crime, they had a trial (widely condemned as unjust) and there was evidence against Mr Saro-Wiwa.

The regime cares little about membership of the Commonwealth. Gen Abacha had any way felt snubbed by the western powers when they criticised his three-year transition programme, announced on October 1 when he commuted the sentences of the alleged coup-plotters.

Meanwhile, the international reaction has snowballed. An unprecedented exodus of ambassadors from Lagos, suspension from the Commonwealth.



wealth and a ban on a Nigerian sports team visiting South Africa add to Nigeria's growing isolation. But these and a tightening of existing measures by the European Union are unlikely to change the hardening stance of the Abacha regime to outside pressure.

The reluctance of Britain, the US and other trading partners to take damage economic sanctions against Nigeria, the only outside pressure which could bring a change of tack from Abuja, is partly through self-interest and partly lack of faith in the alternative to this regime.

Companies from Britain, the Netherlands, the US, Germany, France, Japan and others have invested heavily in the country's economy, for others Nigeria is a valuable export market and these countries rely on it for at least some of their crude oil. Indeed, Nigeria is the largest African market outside South Africa and has huge untapped potential in gas on land and in oil and gas in unexplored offshore blocks.

Only an outright oil export embargo would hurt the regime immediately. Yet this seems unlikely after the decision by the EU on Tuesday merely to extend restrictions on arms sales, aid and entry visas for the regime.

A full oil embargo aside, a ban on investment by the multinationals or on the import of spare parts for oil and gas facilities would lead to a dangerous deterioration of the industry. This could add to the environmental damage against which the Ogonis and Greenpeace, the environmental group, have campaigned. It would also mean falling oil revenues, some of which the government and the oil industry

are committed to invest in the under-developed oil producing region.

There is another risk if limited sanctions angered the Nigerian regime, it could nationalise some or all of the Nigerian assets of some or all of the oil majors or bring in other oil companies to replace their operations. There was a reminder of that in the recent visit by a delegation from Iran's oil ministry to discuss opportunities in Nigeria.

There has always been a strong element of nationalism in Nigerian governments and this regime is keen to show the world who is in charge, especially now that it has its back to the wall. There was a reminder of this in July when Mr Dan Este, the oil minister, blurted out a warning to Shell and BP that their interests in Nigeria could be at risk if the British government continued to discuss Nigeria's expulsion from the Commonwealth. BP was nationalised in 1975 and has only recently returned to do offshore exploration in alliance with Statoil.

Paul Adams

## Algerian poll security tightened to curb attacks

By Roula Khalaf in Algiers

Security was tightened in Algiers yesterday to limit potential targets for Islamic militants who have vowed to disrupt today's presidential election.

Fearing an interruption of supplies, Algerians queued outside bakeries and stocked up on basic foodstuffs.

Boycotted by the main opposition parties and taking place amid threats from armed Islamic groups, the election has been billed by Algeria's army-backed government as a way out of a four-year crisis.

While violence in and around Algiers seems to have subsided in recent weeks, bomb explosions continue to be reported around the country. One explosion was heard in the capital

yesterday. Officials said an armed group fired at a truck loaded with gas cylinders after failing to hijack it.

Algerians are pinning their hopes on the poll to end the crisis. They have been caught in the struggle pitting Islamic militants against government forces ever since legislative polls were cancelled in 1992.

President Liamine Zeroual, appointed in January 1994, is favourite. The three other candidates are Mr Mahfoud Nahmeh, a moderate Islamist opposed to the Islamic Salvation Front (FIS); an anti-Islamist, Mr Said Sadi, and Mr Noureddine Boukrouh, an intellectual with mild Islamist leanings.

A candidate needs to secure 50 per cent of the vote to avoid a second round next month.



The election is being watched in Western capitals and some 200 foreign journalists are in Algiers this week. France has seen a series of terrorist attacks since the summer.

European countries have called for a return to democracy, fearing the spread of violence could lead to an extremist Islamic takeover and increase immigration pressures into southern Europe.

Algeria is a big gas supplier to Europe and is in the advanced stages of negotiating oil and gas deals with western companies such as British Petroleum. The energy sector has been largely spared in this crisis, but worries persist it could be hit by sabotage.

The government wants a big turnout and has been encouraged by the crowds of Algerians who voted in western capitals this week. Some 102 international observers will monitor the poll, six of whom have been sent by the United Nations. The parties that won

most of the vote in the 1991 elections are not taking part.

Editorial comment, Page 17

## Prevention better than cure says UN refugee chief

Mrs Sadako Ogata, United Nations High Commissioner for Refugees, called yesterday for a new approach to the world's refugee crisis involving systematic conflict prevention and a greater emphasis on development. Reuter reports from Geneva.

Launching the UNHCR's second "State of the World's Refugees" report, Mrs Ogata said her agency could no longer sit at borders and wait for refugees to flood across them but should play a "much more proactive role".

"We live in a sophisticated world, but we are responding in a patchy and short-sighted way to problems of conflict and displacement," Mrs Ogata told a news conference.

The 260-page report puts the number of people looked after by the agency at 27m, only half of whom are actually refugees claiming asylum abroad.

A relaxation of rigid Cold War notions of sovereignty meant that, at the beginning of 1995, UNHCR was helping internally displaced populations of more than 250,000 in no fewer than 10 countries.

Although the UNHCR, easily the most respected UN agency, has no real problem meeting a 1995 budget of about \$1.3bn (920m), funding of long-term development has fallen steadily in recent years.

The report argues against that decline – even if only for reasons of pragmatic self-interest. "What might have happened in Rwanda if the estimated \$2bn spent on refugee relief in the first two weeks of the emergency had been devoted to keeping the peace, protecting human rights and promoting development in the period which preceded the exodus?" the report asks.

"At what point will the world recognise the cost, in both human and financial terms, of failing to invest in the future?"

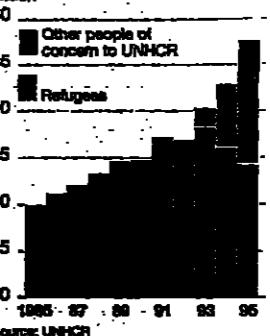
In a rare descent into jargon,

the report proposes a "home-land-oriented, holistic approach" to the problems of displacement – quick fixes were not sufficient.

Mrs Ogata said it was "not just an expensive wish-list". The new approaches, combining relief work with development programmes and human rights protection had been tried and shown to work in war zones such as Cambodia and Mozambique.

An active international presence produced clear results in El Salvador and Tajikistan, where 600,000 people forced

The rise in refugees



from their homes in 1992 have almost all been able to return.

The report says that although the number of conflicts taking place around the world now is the same as 10 or 15 years ago, the nature of the conflicts has changed – civilians are increasingly the target of military action.

While the number of refugees, at 14.4m, is lower than five years ago, the number of internally displaced has risen sharply to reach 30m.

"Massacres and genocide, such as we have seen in Bosnia and Rwanda, should not be taking place at the dawn of the 21st century. Similarly millions of people should not be having to become refugees in order to survive," said Mrs Ogata.

## Pollock fail at Chris

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## Kevlar\*, Nomex\*, Nylon: Helping redefine the cars you drive.

Under the skin of the model changes, which mark progress in the automobile industry, a more fundamental shift in thinking is taking place.

Consumer expectations are causing car makers to redefine their product. In trend-setting markets, emphasis on looks and performance is giving way to

moment of inflation, airbags contain up to 90 litres of gas. Failure is unacceptable; there are no second chances for this component.

The special NYLON yarns DuPont has developed meet exacting specifications, but save weight and enable a 20% reduction in pack space – advantageous to designers, engineers, and ultimately drivers and passengers.

### Fall-safe hose technology

DuPont materials help in other ways. Modern engines perform most efficiently at high temperatures – the higher the better. So the mechanical and heat stress on components in and around today's power units is much greater. Engine bays are not only hotter, they're more crowded, limiting access to many components. This increases the reliability stakes: failure is not just inconvenient to drivers, it's time-consuming and costly to put right.

DuPont's engineering fibres are playing an increasingly important part in this process.

### NYLON that saves lives

For example, in airbag technology DuPont has been active in the development of passive restraint systems since the early 1970s. By the year 2000, almost all new cars are expected to have them.

State-of-the-art airbags made from high-tenacity industrial NYLON inflate on impact, then deflate to absorb crash energy – all in a split second. At the

freedom of more demanding specifications for key components such as hoses.

The industry's ultimate objective is fail-safe products with a guaranteed service life. Manufacturers such as Continental, Gates, Hutchinson, Metzeler, Phoenix and Saig are well on the way to achieving this, using KEVLAR and NOMEX to reinforce water, oil, fuel and hydraulic hoses. These set the industry standard for durability and dimensional stability, especially when things get hot. KEVLAR resists temperatures of up to 160 °C, and NOMEX 200 °C, without functional alteration.

**KEVLAR takes the friction**

Other component suppliers, such as Goetze, Klinger and Reinz, have adopted KEVLAR as a superior, environmentally-friendly alternative to asbestos for heavy-duty cylinder head gaskets.

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Engine performance gains have

been matched by all-round improvements in handling and braking. KEVLAR in brake linings delivers smoother, more efficient stopping power in all road and weather conditions, adding to the safety margin and driver comfort.

Linings also last longer and cause less wear to discs and drums, so saving

on service costs. The same qualities make KEVLAR a natural choice to reinforce clutch linings, too.



DuPont pioneered airbags in high-tenacity NYLON. Passenger bags covered in TYVEK behind a "door" in HYTREL minimize weight and space requirements.

for a wide range of gears, bushes and bearing applications.

**All-in-all, DuPont materials are an integral part of millions of cars rolling off Euro-production lines at Audi, BMW, Fiat, Ford, Lancia, Mercedes-Benz, Opel, Peugeot, Saab, Toyota, Renault, Volvo and Volkswagen. The list of applications gets longer each year – hardly surprising, given the extensive use of KEVLAR and NOMEX in motor racing and rallying, proving ground for most of the industry's advances in materials technology.**

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The ability of car makers to continue to meet your expectations for increased comfort, efficiency, reliability and safety – and respond to environmental concerns – is critically dependent on new and even better materials. DuPont is committed to their development: the innovative drive behind our engineering fibre products continues.

DuPont is one of the world's leading industrial companies, with 40 production and development facilities in Europe alone, and over \$1.3 billion spent annually by its R&D and customer service laboratories worldwide. KEVLAR, NYLON and NOMEX are present in motor sport, from strong, lightweight bodyshells to drivers' flame and heat-resistant overalls.

These products continue to open up new perspectives in applications ranging from household goods to space vehicles.

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JOY VILLE

Jury in session

## NEWS: THE AMERICAS

Securities withheld from civil service retirement funds provide \$61bn

**Rubin finds cash for six weeks' US debts**

By Jurek Martin in Washington

Mr Robert Rubin, the Treasury secretary, yesterday took additional technical steps aimed at enabling the US government to pay its debts "through late December".

He converted into cash a total of \$61.3m worth of non-marketable treasury securities that would otherwise have been invested in two civil service retirement funds.

This enabled the treasury to issue \$57.5bn of cash management bills yesterday, while a Treasury bill auction today will generate an extra \$480m.

Together this covered \$102bn worth of debt about to come due, including a \$24.8bn repayment made yesterday.

This diversion, Mr Rubin said, was allowed by law and the funds would be repaid with interest so as to protect the rights of beneficiaries. The funds "will remain whole and anyone who says otherwise is

mistaken", he said, adding that he would not touch the much larger social security trust fund, and indeed was not permitted by law to do so.

The action cools the issue of raising the \$4,900m statutory debt ceiling, part of the budget confrontation, for six weeks or so. The impasse has already closed down all non-essential federal government operations for two days and had cast doubt on the US ability to discharge its official debt.

No new negotiations between the administration and the Republican congressional leaders were due yesterday, following sharp exchanges of rhetoric late on Tuesday between President Bill Clinton, Congressman Newt Gingrich, the Speaker, and Senator Bob Dole, the majority leader.

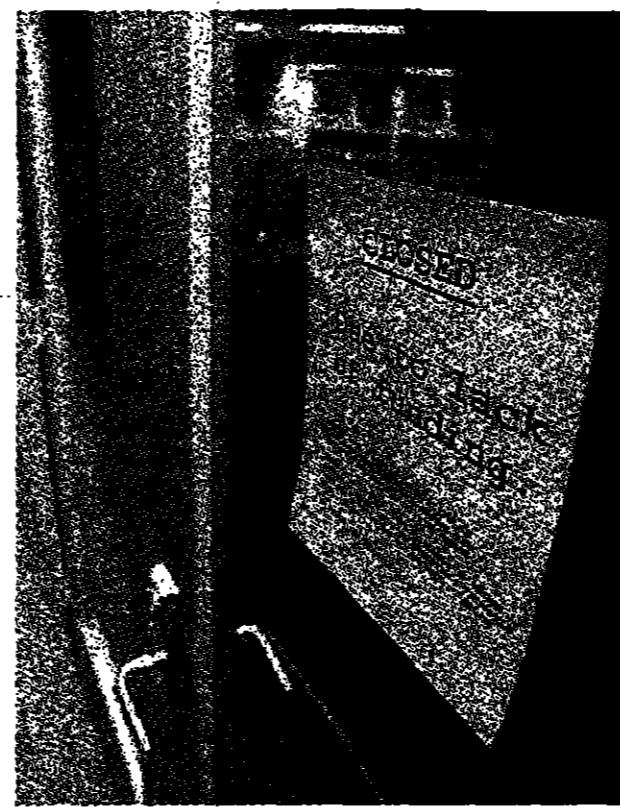
In television interviews yesterday, Mr Gingrich raised the prospect of Congress passing legislation that could restore some government services,

such as the national parks and social security and passport offices, to normal.

But this piecemeal approach was dismissed as "silly" by Dr Alice Rivlin, the budget director, while Mr Mike McCurry, the presidential press secretary, said: "We don't think the Speaker should 'pick' and choose the victims of the current shutdown."

Both sides now expect the deadlock to last for some time, with Mr Gingrich even saying it could take 90 days to resolve completely. But a more immediate problem looms in the shape of the overall budget reconciliation bill which Congress hopes to pass by tomorrow but which Mr Clinton has also threatened to veto.

This bill covers not only regular annual appropriations, even though work on only four of the 13 has been completed on Capitol Hill, but also \$245bn worth of tax cuts and reforms of the social safety net.



A sign on the locked door of a passport office in Boston yesterday reflects the budget battle between president and Congress, as the government shuts down for a second day.

## AMERICAN NEWS DIGEST

**Pollock fails to sell at Christie's**

Christie's in New York suffered a big disappointment on Tuesday night when the most important work in its auction of contemporary art, one of Jackson Pollock's historically significant "drip" paintings, failed to find a buyer. Bids of up to \$5m were expected for "Number 1, 1952" but were not forthcoming in the event.

This apart, the sale did quite well, with 46 of the 60 lots changing hands for a total of \$14.8m. A new auction record of \$1m was paid for a work by Barnett Newman, "The Word II", an austere canvas of bands of mainly black and blue, painted in 1954. A mobile by Alexander Calder sold for \$982,500 and a silkscreen painting by Robert Rauschenberg made \$827,500 at the bottom of its estimate.

Meanwhile at Sotheby's on Tuesday an extremely rare Cook Islands Rarotongan Head of a Staff God sold for \$580,500, well over twice its estimate and a record price for art from the Cook Islands. The high price reflects its authenticity: it was probably acquired in the South Pacific around 1800, by a whaling captain from Martha's Vineyard, and descended through his family.

Antony Thorne, London

**Run-off poll for Guatemala**

Two conservatives will face each other in a run-off presidential election on January 7 for the Guatemalan presidency, after neither received an absolute majority in Sunday's election.

Mr Alvaro Arzú, a wealthy businessman and a former mayor of Guatemala City, is seen as more moderate than his main rival, Mr Alfonso Portillo, a lawyer representing the party of former military dictator General Efraín Rios Montt.

With almost 98 per cent of the precincts reporting yesterday, Mr Arzú of the Advanced National party, led with 36.55 per cent. Mr Portillo, of the Guatemalan Republican Front, was on 22.11 per cent. The winner takes office on January 14 for a four-year term.

AP, Guatemala City

**Electric cars for California**

Leading carmakers have offered to start selling limited volumes of electric-powered cars next year in California in an attempt to persuade the state government to back-track on laws forcing them to market fixed quotas of non-polluting vehicles from 1998.

Officials from Chrysler, General Motors, Ford, Toyota, Mazda and Nissan are expected to discuss the proposal with pollution control officials in Sacramento today. The companies were unwilling to discuss details before the meeting, although they are attempting to secure a compromise which might encourage the natural evolution of the new market sector in place of the mandated requirement that they place an estimated 22,000 vehicles on distributors' forecourts in 1998.

This total, 2 per cent of sales, is due to rise to 5 per cent in 2001 and 10 per cent by 2003. Christopher Parkes, Los Angeles

**Chrétien silent on 'spying'**

Canadian Prime Minister Jean Chrétien yesterday refused to comment on allegations that Canada had spied on friendly countries, but said the country's spy agencies must obey the law. He said he was not briefed on the daily operations of Canada's spy agencies but added: "They have to act within the law."

A former spy with Canada's electronic espionage agency, the Communications Security Establishment (CSE), said in a television interview on Sunday that Canada had spied on friendly countries, including Mexico, Japan and South Korea.

Mexico and Japan are reported to have lodged official protests with Canada.

Reuter, Canberra

**Bouchard wants top BQ job**

Mr Lucien Bouchard, leader of the separatist Bloc Québécois in Canada's House of Commons, may announce on Monday that he will seek to become premier of Quebec early next year.

Le Soleil, the Quebec City daily and the French service of the Canadian Broadcasting Corporation, quoted sources close to Mr Bouchard as saying his decision to seek the leadership of Quebec's ruling Parti Québécois and hence the premiership had been taken.

Le Soleil said Mr Bouchard, following the narrow defeat for the separatists in the October 30 referendum, did not want to push Quebec into another one. He would concentrate on reorganising the province's strained finances and await a firm constitutional offer from Ottawa before encouraging another divisive debate on independence.

Robert Gibbons, Montreal

**Ecuador bans new banks**

Ecuador's government has announced a ban on new banks and financial institutions opening for the next three years. It also tripled the minimum capital requirement for existing banks and financial institutions. Those that do not comply with the new requirements will be prohibited from opening new offices or branches.

The move is intended to promote mergers and help reduce the number of financial institutions from the current 160, said Mr Patricio Moreno of the superintendence of banks. Small lending institutions vying for a share of the market are partially responsible for high interest rates, Mr Moreno said.

"The majority of the banking community favours the new resolution," said Mr Alfredo Arizaga, vice-president of Banco de la Previsora. "In the long run it will strengthen the financial sector." Foreign banks interested in operating in Ecuador still had the opportunity of investing in existing domestic institutions, he said.

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## NEWS: THE AMERICAS

**Republicans square up**

Budget row may aid outsiders, writes Jurek Martin

Senator Bob Dole, the majority leader, faces a

worsening test this weekend

and in Florida in which he

must confirm his credentials as the overwhelming favourite for the Republican party's presidential nomination next year.

His concerns may be heightened by a discernible trend in public opinion over the budget impasse in Washington.

Although polls blame the Republicans in Congress more than President Bill Clinton for the shutdown of the federal government, they also reveal

disapproval of the "politics as usual" that many see as the cause of the crisis.

That appears to offer a clear opening for some of the other nine declared candidates who are not associated, as Mr Dole most prominently is, with the politics of the nation's capital.

Mr Dole was the clear beneficiary from retired General Colin Powell's decision not to seek the Republican nomination, but all polls show the majority leader falling behind Mr Clinton. The latest survey in New Hampshire, home of the first Republican primary next February, only gave him a

10-point lead (27.1 per cent) over Mr Pat Buchanan, the rightwing polemicist, with the rest of the field in single digits.

The weekend test, in Orlando, comes in the shape of Presidency III, organised by Mr Jeb Bush, son of the former president. It brings together about 3,000 Republicans who will cast their votes in a straw poll.

It will differ from earlier exercises in Iowa and Maine in that it will not be limited to one vote a head. These straw polls, in which votes were cast according to the number of tickets bought, helped Senator Phil Gramm of Texas, who tied with Mr Dole in Iowa and won Maine easily in the majority leader's absence.

Florida has already been inundated with negative commercials and mailings, at their

most intense between the Dole and Gramm camps but also involving Mr Lamar Alexander, the former governor of Tennessee whose whole campaign is predicated on being not a Washington insider.

Mr Gramm, for example, has distributed a "biography" of Mr Alexander highlighting

what it charges are his "ethical problems". Mr Dole's state campaign chief has called Mr Gramm "the Darth Vader of negative politics" but has also accused Mr Alexander of mud-throwing in commercials aired in New Hampshire.

Mr Gramm's aim is to

emerge as the only conserva-

tive alternative to Mr Dole, a

role also assumed by Mr Buch-

anan. The latter goes down

well in grass-roots gatherings

but has nothing like Mr

Gramm's financial resources.

The Orlando vote could also

mean the end of the road for

some candidates, such as Sena-

tors Arlen Specter of Pennsyl-

vania and Richard Lugar of

Indiana, both relative moderates,

as well as others on the

conservative fringe.

The Page 16

## NEWS: ASIA-PACIFIC

Legislators vote against proposals to water down colony's civil rights

## China's Hong Kong plans condemned

By Simon Holberton  
in Hong Kong

The difficulties China faces in its takeover of Hong Kong in less than 600 days were graphically underlined last night when the colony's Legislative Council (LegCo) condemned Beijing's plans to water down civil rights law in Hong Kong.

The recently elected council voted 40 to 15 in support of a motion expressing deep concern about China's plans to change the Bill of Rights, a 1991 law which underpins civil rights in Hong Kong.

Since China announced six weeks ago that it planned to do this, and reinstate security and broadcasting laws which had been changed to conform with it, virtually all shades of opinion in Hong Kong have united in opposition to Beijing's plans.

China believes the Bill of Rights will weaken the administrative power of Hong Kong's future government. "This is harmful to social stability, and seriously interferes with China's sovereignty and internal affairs," Wen Wei Po, a Beijing-funded Hong Kong newspaper, said yesterday.

Mr Michael Suen, secretary for home affairs, told the legislature last night that the government rejected this and other Chinese claims. Changes to the law had not undermined the government's ability to govern. "It signifies a lack of trust to think otherwise," he said.

Observers said that an important casualty of the controversy was the reputation of the colony's judiciary. Chinese officials, in their attempt to demonstrate that support for their position resided in high places, revealed doubts about the rights law held by Sir T.L. Yang, chief justice, and Mr Justice Benjamin Liu of Hong Kong's court of appeal.



Anson Chan: asked judge for Bill of Rights views on paper

Both men were embarrassed by the revelations and said their views were communicated in private discussions. But Hong Kong's legal community has been shocked by them, with some lawyers expressing doubts about the ability of either judge to pass judgment on a Bill of Rights case in future.

Observers also noted Beijing's willingness to sacrifice Sir T.L., a man who has cultivated China's leaders and was seen as the front runner for the position of Hong Kong's chief executive, as the post-1997 governor of the colony will be known. "We are dealing with some pretty ruthless people here," one noted.

Mrs Anson Chan, chief secretary, has ensured, however, that the controversy will run for some time to come. She asked Sir T.L. to commit his doubts about the Bill of Rights to paper for her, a paper which she will find it difficult not to publish.

S

## Sins of the son visited on Taiwan tycoon

Laura Tyson on a tale of passion, intrigue and succession in a family-run business

**I**t must have been when the Taiwanese press turned its attention from foibles of son to failings of father that Mr Wang Yung-ching knew matters had got well and truly out of hand.

The 79-year-old founder and chairman of Taiwan's biggest industrial conglomerate and pillar of the island's business establishment doubtless gave scant thought to the extra-marital dalliances of his eldest son and her apparent to the Formosa Plastics group. After all, the inimitable patriarch of the petrochemicals empire is the product of a generation which still lives by the more of old China, and he himself has three wives and 12 children.

But the limits of fatherly indulgence were shattered last week when the local media began unearthing steamy escapades from Mr Wang senior's own past. The last straw may have been when newspapers began citing a Chinese proverb: if the upper beam is crooked, the lower beam will crook.

The episode holds resonance for many family-run Taiwanese groups navigating the shoals of generational transition. While the Wang family may be an egregious case, other groups confront similar challenges and, like Formosa Plastics, it is not certain that they will suc-

cessfully survive the handover to the second generation.

For two months Taiwan has been transfixed by a convoluted saga which began with a graduate student at the country's most prestigious university accusing a professor of sexual harassment and evolved into a tale of intrigue, passion and power reminiscent of the courts of Imperial China within one of the island's most prominent families.

Revelations that 44-year-old Mr Winston Wang, top manager in the Formosa group and a part-time professor at Taiwan University, was having an affair with Ms Lu An-ni, 26, were little cause for remark in a society which regards extra-marital liaisons as *de rigueur*.

But the facade of harmony

within the family has been irretrievably ruptured, and

for men of means. Although posing for a set of wedding portraits with the lady, later inevitably splashed in the press, was perhaps a minor lapse in judgment for the married father of two, Winston's predicament has evoked more sympathy than condemnation.

What is more important, the affair ignited a fierce power struggle in the family, pitting the children of Mr Wang senior's second wife against the third wife and her children. Further complicating matters, the elder Mr Wang's brother, Mr Wang Yung-tsai, has two wives and eight children himself, many of whom hold senior posts in the group. The internecine rows have factionalised the companies, with staff back-

ing various family members.

The elder Mr Wang's third wife is his favourite and although she holds no formal position in the group, she is said to exert substantial control through her five daughters, all of whom have prominent jobs, and her considerable influence over her husband.

Mr Winston Wang, who is the son of the second wife, last week conceded defeat. He refused to obey his father's order to break off the relationship, but he publicly apologised for tarnishing the group's image, said he had "learned a lesson" and was banished from the group for a year.

But the facade of harmony

within the family has been irretrievably ruptured, and

sending Winston into exile may create more problems than it solves. Bridal-educated Winston is widely regarded as the most capable of all the children, having spearheaded the group's successful moves into high technology in spite of his father's opposition.

The long-term future of the group has been cast into doubt, observers say. What if Winston decides to found his own company and not to return to the group? What if third wife and her brood prevent him from coming back? And worst of all, what if his domineering father should pass away without formally nominating a successor, leaving the offspring to fight over the spoils?

Other groups that are candi-

dates for family succession problems include Cathay Life, Taiwan's biggest financial group, the diversified Rebar group and diversified Taiwan Spinning Others, including Far Eastern Textile, Wei Chun, a foods group, and Pacific Electric Wire and Cable, appear to have managed the transition successfully.

"In the generation of industrialists that is now in their seventies or eighties, the only guy who doesn't officially have more than one wife is C F Koo [who heads the diversified Koo's Group], but they all have girlfriends," said a well-connected Taiwanese banker.

Polygamy is not the only factor complicating dynastic succession in Taiwanese industry. Often the generation gap is compounded by a cultural gap as many of the second generation were sent abroad to study and came back Americanised, sometimes with poor Chinese-language skills or, worse, business school degrees.

"For those old guys with hardly any education who built up their companies themselves, theories learned in business school don't mean much," said the investment banker. "Many of the older generation just don't trust their kids."

### PARTY RIVAL JOINS ELECTION CHALLENGE TO PRESIDENT

A leading political rival of Taiwan's President Lee Teng-hui yesterday joined the race for the island's first presidential elections next March. In a surprise move likely to provoke a decisive split within the ruling party and further polarise Taiwan politics, Laura Tyson reports from Taipei.

Mr Han Pei-tsuan, a former general and prime minister from 1990 to 1993, announced he would join the ticket of

presidential hopeful Mr Lin Yang-kang as vice-presidential candidate.

As leader of the opposition faction within the ruling Kuomintang, Mr Han commands wide support among mainlanders – those residents of Taiwan who fled China's civil war in 1949, who make up 15 per cent of the population.

Mr Han's entry in the race jeopardises the Kuomintang's prospects of retaining its absolute majority in parliamentary

elections early next month. It threatens to intensify public debate over whether Taiwan should become an independent country or unify with China, which regards the island as a rebel province. Mr Han, who was born in China, supports unification.

Although Mr Lee is still expected to retain the presidency, his probable margin of victory now appears less comfortable than before.

### ASIA-PACIFIC NEWS DIGEST

## Philippine woes hit stock market

The Philippine government said yesterday that 75 per cent of the country had been declared a "state of calamity" as the stock market slid for the fifth consecutive day on fears of higher inflation and growing food shortages. A series of natural disasters, including a "super-typhoon" which wrought havoc two weeks ago, and man-made mishaps including poor rice distribution leading to the doubling of rice prices, have caused the Philippine stock market to lose almost 25 per cent in the last few weeks.

Stockbrokers, who until recently were riding on the crest of the fastest growing emerging market in Asia, are now advising foreign investors to steer clear of the Philippine market until inflation is under control. The stock exchange dropped 25.15 points, or 1.1 per cent, at yesterday's close to 2,315.26, almost 25 per cent below its July peak of 2,954. Mr Jo De Venecia, speaker of the House of Representatives, said yesterday the government would grant importers unlimited authority to buy foreign rice in an effort to reduce prices. In the past two months, the government has imported more than 200,000 tonnes of rice, the first time overseas rice has been bought since the early 1970s.

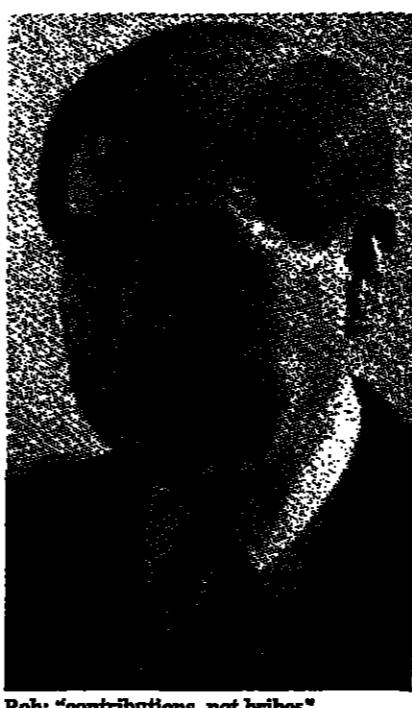
Edward Luce, Manila

### Australians' Mekong bridge deal

Australia and Vietnam agreed yesterday to spend about \$60m building Vietnam's first bridge across the Mekong river by the year 2000. The bridge to be built at My Thuan in southern Vietnam, is Vietnam's highest infrastructure priority, said Mr Gordon Billen, Australian development co-operation minister.

Mr Billen and Mr Bui Danh Luu, Vietnam's transport and communications minister, signed a memorandum of understanding in Canberra for the detailed design phase of the bridge. It will replace a ferry service which carries up to 22,500 people, 4,000 tonnes of freight and 5,000 passenger vehicles a day across the Mekong. Australia has already built the Friendship Bridge over the Mekong linking Laos and Thailand. But the future of the second bridge was put in doubt soon after the signing as the conservative opposition said it was inappropriate for Australia to spend so much money on the project.

Reuter, Canberra



Roh: "contributions, not bribes"

## Roh may be arrested on bribe charges today

By John Burton in Seoul

Mr Roh Tae-woo, the former South Korean president, was last night being questioned by prosecutors amid expectations he would be arrested today on bribery charges.

Prosecutors believe Mr Roh, who has confessed to amassing a \$550m slush fund, received the money for awarding government contracts and other state favours during his 1989-93 term. Mr Roh said the funds were political contributions, not bribes. The former president would become the first Korean head of state to face criminal charges. He could serve 10 years to life if convicted.

If indicted, Mr Roh is expected to be taken into custody and imprisoned in a special security cell at Seoul's main detention centre. The arrest is likely to end an intensive four-week investigation of his alleged corruption.

Up to 10 executives may also be indicted on bribery charges, though most claimed they were forced to give the money or face official retribution.

## Australia set for industrial action

By Nikki Tait in Sydney

and now claim that they are being discriminated against.

They say workers on staff contracts get up to A\$20,000 (\$14,814) a year more in pay and entitlements for similar jobs. Comalco says "differences averaging A\$7,000 have emerged" and would negotiate, but wants a port blockade at Weipa called off first.

With a federal election looming in Australia and industrial relations policy set to be a big issue, the battle is as much about national politics as Weipa differentials.

The ACTU claims the erosion of collective bargaining rights is part of the opposition's industrial relations strategy, and warns that its co-operative approach to labour market issues would quickly vanish. "This is the world we'd all be living in," Ms Jenny George, president-elect of the ACTU, said yesterday.

In response, the opposition points out that CRA's push toward individual contracts has arisen under Labor government legislation.

The CRA issue is happening according to the Brereton book and under the Brereton regime," Mr John Howard, opposition leader, said yesterday, referring to Mr Laurie Brereton, federal industrial relations minister. His own coalition "would not sanction discrimination against workers doing the same work".

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In the Matter of  
ACE AUTOMATICS LIMITED  
and in the Matter of  
The Companies Act 1963, section 175

The above-named Company has applied for a receivership of its assets and the winding up of its business. The Company is a manufacturer of industrial control systems and the value of its assets is estimated to be £34,361,000. The Company's registered office is 100-102 Newgate Street, London EC1A 7AA and its CH 25,000 and the date of the resolution for the receivership was 13th November 1995. The Statutory Receiver appointed by the Court is Mr Alan Brereton, of the Auditors' Act 1985 and the Auditors' Act 1993 are available for inspection at the Company's registered office. Any creditor of the Company is invited to make a written claim for payment of its debt within five weeks immediately following the date of the notice of the receivership. The Company will then be liable to pay the debts of the Company to the amount of the debts of the Company as at the date of the notice of the receivership. The Company will then be liable to pay the debts of the Company to the amount of the debts of the Company as at the date of the notice of the receivership.

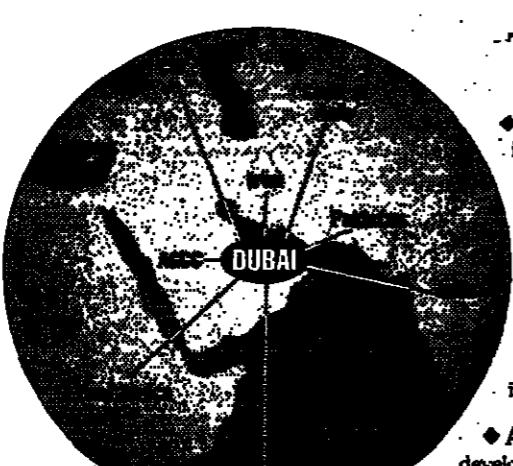
They have been given notice to do so within 120 days of the date of the notice of the receivership. The Company will then be liable to pay the debts of the Company to the amount of the debts of the Company as at the date of the notice of the receivership.

Any creditor of the Company is invited to make a written claim for payment of its debt within five weeks immediately following the date of the notice of the receivership. The Company will then be liable to pay the debts of the Company to the amount of the debts of the Company as at the date of the notice of the receivership.

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## Mexico 'flouting privatisation contract'

By Leslie Crawford  
in Mexico City

A Belgian dredging company yesterday accused the Mexican government of flouting contracts granted during the privatisation of port services, the first time a foreign investor in Mexico has taken a grievance to an international forum.

The complaint is a blow for President Ernesto Zedillo's government, which is struggling to attract more direct foreign investment to mitigate the effects of a severe recession and financial crisis.

Jan de Nul, one of the world's four largest dredging companies, has lodged a complaint before the World Bank's International Centre for the Settlement of Investment Dis-

putes. The company, in partnership with Tribasa, one of Mexico's largest construction companies, won contracts for maintenance dredging work at seven Mexican ports when port services were privatised in 1993.

The privatisation included the sale of government-owned dredges, which were to be partially paid for by providing dredging services.

Jan de Nul alleges that once the vessels had been fully paid for, Mexico's port authorities fell behind in paying for further services and in the commissioning of new work, guaranteeing in the privatisation contract. The company says several attempts were made to settle the problem with port authorities and the ministry of transport and communications.

"The final straw came when the Mexican navy was brought in to do dredging work in the port of Manzanillo last month, while our dredges lay idle," said Mr Jan-Piet de Nul, the Belgian company's managing director.

In his letter to the World Bank, Mr de Nul accuses the Mexican government of being "blatantly in breach of contract in respect of the guarantee exclusively for private companies on the maintenance of ports".

The navy, he argued, should not be allowed to undercut the services of private companies.

Jan de Nul's appeal to the World Bank has embarrassed Tribasa, its partner in Mexico, which depends on government contracts for a large part of its

\$1bn-a-year construction business. This far outweighs its joint-venture with Jan de Nul, called Mexicanas de Dragados.

"It is a very unfortunate letter," said Mr Andres Caire, Tribasa's vice-president. "We had a meeting with the minister of transport at the end of October and he told us the contracts would be honoured."

Mr Franz Gutz, the manager at Mexicanas de Dragados, in which Tribasa owns a 51 per cent stake, said the company had no quarrel with the Mexican government. "Our Belgian partners have clearly lost their heads over this one."

In Belgium, however, Mr de Nul said he felt cheated and disappointed by the way his company had been treated by the Mexican authorities.

Mr Carlos Ruiz Sacristan, the transport minister, said the dredging dispute, including the Navy's presence in the Pacific port of Manzanillo, had arisen due to a "misunderstanding".

"The navy was called in after an earthquake hit the Pacific coast," the minister said. "It was an emergency". Mr Ruiz Sacristan said he had ordered the port authorities to reimburse Mexicanas de Dragados for unpaid work.

At the headquarters of the Puertos Mexicanos, however, Mr Marco Antonio di Stefano, the director-general, said he could not afford to pay for dredging services at the dollar prices agreed before Mexico's traumatic devaluation of the peso last December. "We are searching for new solutions,"

he said. "Perhaps by offering the companies more work, but at a cheaper price."

In the meantime, a second dredging company, Dragamer, controlled by Boskalis of Holland, says it is close to bankruptcy because of the poor payment record of the Mexican port authorities.

Boskalis, the world's largest dredging company with annual revenues of \$500m, says it has also lost custom to dredges operated by the Mexican navy.

Mr di Stefano said he was also holding talks with Dragamer to try to reach agreement on new contract. "We are concerned that the navy dredges may become a new state-owned dredging company," says Mr Jan Krygman, a Boskalis director.

## Chinese bank delay concern

By Andrew Jack in Paris

China's banks to make a written commitment to comply with the conditions of the letters of credit, a standard set of rules for which are set down by the ICC.

The banking commission's bargaining position has been strengthened by China's decision this month to join the ICC and comply with its rules on international trade.

However, Mr de Busto emphasised that he believed many of the problems in trading with China might have been exaggerated, and that he was aware only of a few anecdotal examples of difficulties with letters of credit.

He said some payments were delayed because Chinese officials found the technical language in documents difficult to understand and sent them back for clarification.

Others were part of the normal process of renegotiation that happened in commodity trading when traders tried to gain time to take advantage of fluctuations in pricing.

In addition, he said some

problems were the result of the

"explosive growth" in trade with China in recent years,

which had stretched the

resources of the country's banking staff.

## Hoechst set to triple China investment by 2000

By Jenny Luebke

Hoechst, the world's largest chemicals company, said yesterday it was tripling its investment in China to \$1bn by 2000 in an effort to become the country's leading foreign chemicals company. Mr Horst Wiesche, director for Asia, said sales to China, Hong Kong and Taiwan had been rising by

more than 10 per cent a year, to \$580m last year.

The German chemical group had decided to move its headquarters for Hong Kong, Taiwan and China from Hong Kong to Beijing, and had already set up 15 branch offices within China.

Of the world's top five chemical companies, four have identified China as a principal

investment target. DuPont of the US is investing \$2bn in Asia, a large part of which will be in China, while Bayer and BASF, both of Germany, are investing between \$200m and \$300m each in the country.

Bayer yesterday announced its sixth Chinese joint venture, a \$22m facility to produce chemicals for the rubber and oil industries.

But projects unveiled by Hoechst yesterday suggest it has more manufacturing ventures in the pipeline than its competitors.

The group began investing in China in 1987, when it set up a joint venture producing tobacco filters. This was followed in 1992 by an insecticides factory. This year, it has begun production at four more

joint ventures, making industrial gases, car paints and synthetic fibres, and production will start at another two tobacco filter plants within the next few weeks.

Hoechst said yesterday it had committed \$300m to these plants and two others that will produce antibiotics and polyester. It was close to exchange of contracts on 10 more plants,

and another six had been agreed in principle.

These would take its investments in China to \$750m by next year, and \$1bn "long before the year 2000", the company said.

The group's aim was to lift its sales in Asia from 12 per cent of the group's turnover of \$360m last year, to 20 per cent of sales by 2000.

### WORLD TRADE NEWS DIGEST

## BA chief urges free air market



Sir Colin Marshall, pictured left, chairman of British Airways, yesterday called on the UK and US governments to abandon their step-by-step approach to aviation negotiations and move immediately to a transatlantic single air market. Sir Colin told the Wings Club in New York that as airlines increasingly formed cross-border alliances, bilateral negotiations were becoming irrelevant. He said that within a single market, US and UK airlines could together resolve problems such as access to London's Heathrow airport. US carriers' failure to win greater access to Heathrow has prevented the conclusion of a new air agreement between the two countries. "The airport is congested for all of us," Sir Colin said. One way for Heathrow's congestion to be eased was for trading in take-off and landing slots to be permitted. He also said airlines in the UK and US should be allowed to invest freely in one another.

Michael Skapinker, London

## WTO sets up regional watchdog

The World Trade Organisation is to strengthen the monitoring of regional trade agreements, in response to growing concern that proliferating regional deals may be putting the multilateral trading system at risk. The WTO's general council yesterday agreed to back a Canadian proposal to establish a single watchdog committee on regional trading arrangements. The council's chairman, Mr Krishnasamy Kesavapany of Singapore, will consult WTO members on the committee's terms of reference, and the new body could be set up early next year.

The idea for a single committee emerged from a meeting last month of trade ministers of the Quad group of leading traders - the US, the European Union, Japan and Canada. Under the present cumbersome procedures, a separate WTO working party is set up for each notified regional agreement. Some 20 working parties are active. Canada said the move would streamline the WTO's work in checking whether proposed free trade areas and customs unions were consistent with fair trade rules.

Frances Williams, Geneva

## Toyota targets Chinese market

Toyota, Japan's largest car maker, is seeking to manufacture engines for small passenger cars in China in an effort to enter the growing Chinese vehicle market. Mr Hiroshi Okuda, Toyota's president, is expected to raise the possibility of a joint venture engine manufacturing facility in Tianjin with Chinese authorities during his visit to China. He is also expected to meet officials in Tianjin to discuss the proposal that Toyota manufacture engines with Tianjin Automotive Industrial Corporation for use in cars made by the Chinese company.

The move represents a bid by Toyota to push forward its strategy in China, where it has been something of a success. In September, Toyota took a controlling stake in Daihatsu, a manufacturer of small passenger cars, which has been transferring technology to Tianjin Automotive.

Tianjin Automotive produces 60,000 units a year of the Charade, a small passenger car, with technical assistance from Daihatsu.

The Chinese company aims to increase its manufacturing capacity of the Charade to 150,000 units by the end of the year. Toyota is proposing to assist in the production of engines for the larger Charades, which are to be manufactured when Tianjin Automotive's production capacity is increased.

Michio Nakamoto, Tokyo

## Australia to fund Mekong bridge

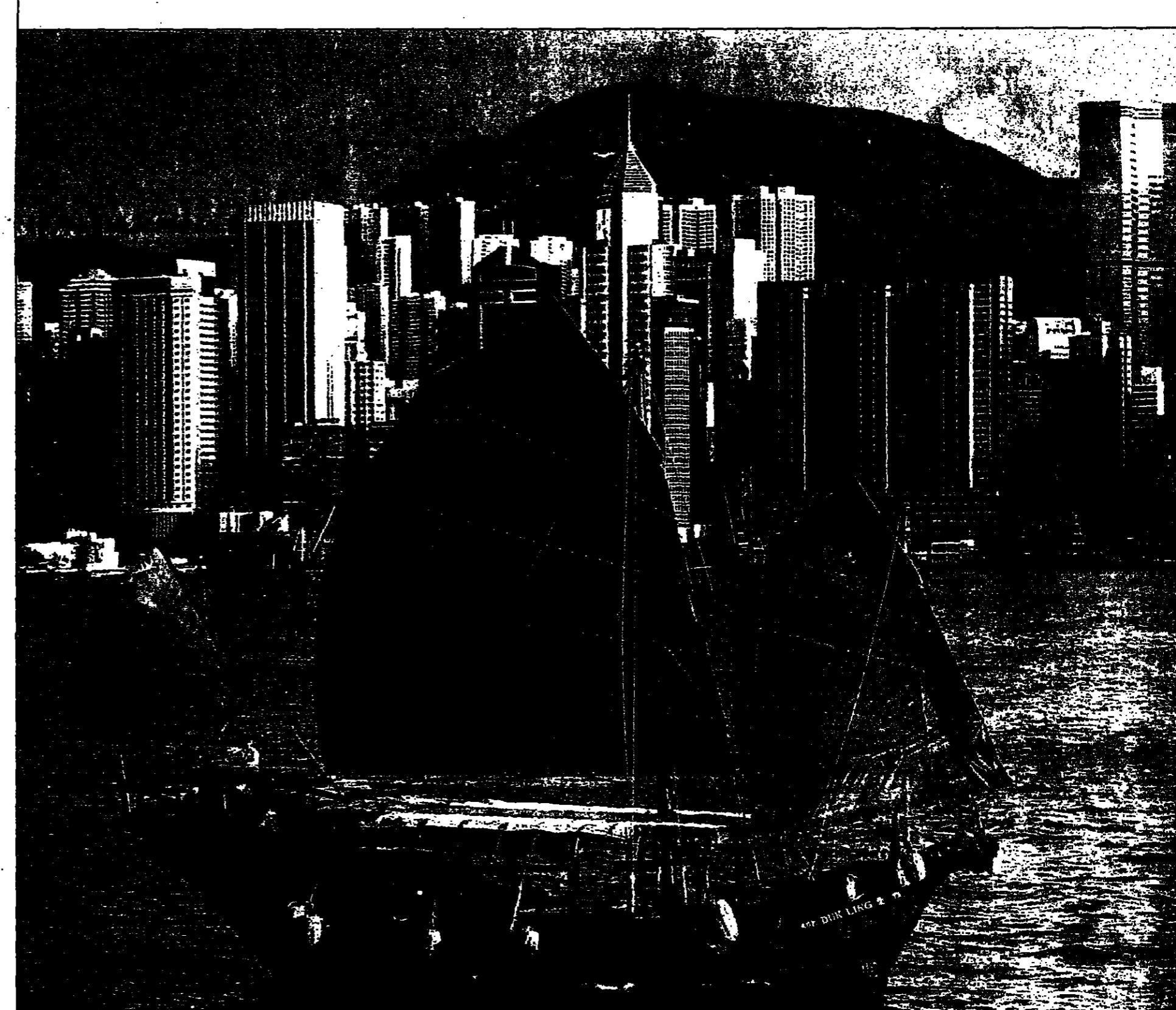
Australian ministers said yesterday that they had given the final go-ahead to an A\$83m Mekong River bridge project at My Thuan, in southern Vietnam. The bridge will be funded by the Australian and Vietnamese governments, with Australia contributing about A\$55m over four years. Construction, which will be managed by an Australian firm, is expected to begin in June 1997 and take about three years. About 200,000 of Vietnam's 72m people live in the Mekong delta and depend on its services.

Australian funding for the 1,360-metre bridge will come from AusAid, the Australian government's international aid arm, and represents the largest infrastructure project it has undertaken to date. The project is designed to assist the building of economic links between the countries. When Vietnam first opened up, a number of large Australian companies seized investment opportunities there, although business attitudes have become more ambivalent as a number of projects and joint ventures have failed to get off the ground.

Nicki Taft, Sydney

■ Canada and Australia yesterday signed a trade and economic co-operation agreement, designed to expand ties between the two countries. The agreement coincided with a visit to Australia by Mr Jean Chretien, Canadian prime minister.

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## NEWS: UK

The government's programme 'Smooth transition' is sought for Hong Kong ■ Nuclear deterrent will be maintained

# Digital TV to be given early go-ahead

By Raymond Snoddy

The government plans to push ahead almost immediately with its bill to ease restrictions on cross-media ownership and to introduce digital television. The new Broadcasting Bill is likely to be introduced in the next few weeks.

The main sense of urgency comes from a desire to launch digital terrestrial television as quickly as possible. It should be able to offer at least 20 new channels of television to most parts of the country. There is thought to be a "window of opportunity" for the terrestrial technology before 120-150 channel digital satellite systems due for launch in 1997 take too strong a foothold.

Digital terrestrial will never be able to compete with digital satellite on number of channels but it can offer high quality wide-screen pictures without the need of a cable network or satellite dish. The service can be received on a ordinary set-top aerial although a decoder will be needed.

There has been considerable criticism of the Government's digital terrestrial plans first announced in August. The lack of a firm date for the transition from the existing analogue system to digital - whether 10 or 15 years in the future - has been criticised. There have also been complaints that under existing proposals

existing broadcasters are not being given enough digital capacity as of right.

The details of proposed changes to the cross-media ownership rules to allow newspapers to own television stations for the first time, and vice-versa, have also turned out to be controversial.

There has been considerable support for the idea that technology is driving a degree of convergence in the media industries.

But the Government's proposals to exclude newspaper groups with more than 20 per cent of national circulation have angered Mr Rupert Murdoch's News International and has irritated the Mirror Group. Both of them would be prevented by the circulation threshold from owning ITV companies.

Regional newspaper groups are also angry that they will be unable to own television stations in their regions if they supply more than 30 per cent of circulation there.

The television industry will examine the new broadcasting bill particularly carefully to see whether the government has changed its mind on ownership of television companies. It said in May it thought the present ban on any company owning more than two broadcasting licences should stay. There has been intense lobbying to have the limit set instead at 25 per cent of television advertising.

## Empire is lost but ceremonial survives

By Hugh Clayton

The Howard Pursuivant Extraordinary was there as were Bluemantle Pursuivant and Portcallis Pursuivant. There was also room in the crowded halls of the Houses of Parliament for Gold Stick in Waiting, Silver Stick in Waiting, the Gentleman Usher to the Sword of State and the Captain of the Honourable Corps of Gentlemen at Arms.

These are all the names of attendants at yesterday's ceremonial at Westminster, and tradition requires some of them to walk backwards.

Prince Philip, husband of the Queen, said in newspaper interview last year about the role of the royal family in a modern nation: "I don't think anyone would actively volunteer for this sort of job."

He might have had in mind the antiquated ceremony, re-enacted yesterday, in which the monarch makes her annual visit to Parliament.

With her for the state opening of parliament were a collection of politicians and ambassadors in suits plus a crowd of lords and officials whose costumes could have been borrowed from Alice in Wonderland and whose titles could have been invented by a scriptwriter for a Monty Python sketch.

The state opening was shunned for many years in the 19th century by Queen Victoria, but revived by her advisers at the peak of Britain's industrial and imperial power.



The Queen and Prince Philip visit Parliament

Although Britain has lost an empire, it has kept the ceremony.

Behind the state opening lies a complex reaffirmation of the complex relationship between the monarch and parliament - a relationship which suffered its most brutal disruption in 1649 when the Queen's ancestor King Charles I was ex-ecuted at the behest of his opponents in Parliament.

Yesterday's ceremony at Westminster underlined the submission of the nation's legislators to the Queen as head of state. But although described as "the Queen's speech" her words were written by government officials and approved by the cabinet.

## 'My Lords and members of the Commons...'

Extracts from the Queen's speech to Parliament

Nato: National security remains of the highest importance to my government. They will continue to support the North Atlantic Treaty Organisation and to promote Britain's wider security interests by contributing to the maintenance of international peace and stability.

The United Kingdom's minimum nuclear deterrent will be maintained. My government will encourage a co-operative relationship between Nato and Russia, and will offer further help to countries in central and eastern Europe to consolidate democratic reforms and build stability and prosperity in the region.

Weapons: My government will continue to work to prevent the proliferation of weapons of mass destruction remains a priority. My government will introduce legislation to ratify the Chemical Weapons Convention.

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United Nations: My government will participate in the 1996 inter-governmental conference and contribute to preparing the union for further enlargement. They will work for the continued implementation of the principle of subsidiarity and maintain their efforts to combat fraud. They will promote flexible labour markets and reduced social costs as the best means to improve the competitiveness of the European economy and create a climate for job creation.

United Nations: Reform of the United Nations and efforts to enhance the organisation's

effectiveness in peace-keeping will remain an important objective.

My government will work to develop the capacity of the United Nations and regional organisations in the prevention of conflict. They will continue to promote a negotiated settlement in the former Yugoslavia. My government will maintain support for the Middle East peace process.

Hong Kong: My government will work for the prosperity and stability of Hong Kong. In the interests of the Hong Kong people, they will seek to co-operate with China on the basis of the Sino-British joint declaration in order to promote a smooth transition in 1997.

Ireland: My government will continue to work to preserve and modernise the Convention Forces in Europe Treaty.

During their presidency of the Western European Union next year, they will work to enhance that organisation's effectiveness.

Preventing the proliferation of weapons of mass destruction remains a priority. My government will introduce legislation to ratify the Chemical Weapons Convention.

They will pursue negotiations on a verifiable comprehensive test ban treaty and a Convention to ban the production of fissile material for nuclear weapons and other explosive purposes.

European Union: My government will participate in the 1996 inter-governmental conference and contribute to preparing the union for further enlargement. They will work for the continued implementation of the principle of subsidiarity and maintain their efforts to combat fraud. They will promote flexible labour markets and reduced social costs as the best means to improve the competitiveness of the European economy and create a climate for job creation.

United Nations: Reform of the United Nations and efforts to enhance the organisation's

## 'Friction' is denied as senior man quits

By Ralph Atkins and John Gapper in London

Mr Peter Middleton resigned last night as chief executive of Lloyd's, dealing a fresh shock to the 300-year-old London insurance market. His surprise decision to quit from tomorrow for a senior management role at Salomon Brothers, the US investment bank, followed long running bitterness towards Mr Middleton by many of those working at Lloyd's, including members of its ruling council.

Mr Middleton, who joined Lloyd's three years ago from Thomas Cook Group, was seen as too sympathetic towards the thousands of lossmaking Names - individuals whose assets have traditionally supported the insurance market - seeking compensation for

LLOYD'S  
LLOYD'S OF LONDON

heavy losses in recent years.

He was also criticised for failing to understand the intricacies of the market and for forcing too many changes when Lloyd's was struggling to ensure mere survival.

Lloyd's last night denied the resignation was caused "by any source of friction". Officials said Mr Middleton would have been attracted to Salomon by a salary well above the \$220,000 (\$149,000) he received last year. He will be succeeded by Mr Ron Sandler, who was appointed earlier this year as Lloyd's special projects director.

But Mr Middleton's departure comes at a particularly awkward time for Mr David Rowland, Lloyd's chairman, who is trying to see the implementation of the insurance market's already delayed recovery plan announced in May. It follows the unexpected departure in September of Mrs Rosalind Gilmore as director of Lloyd's regulatory department.

Ms Heidi Hutter, head of the Equital reinsurance project, which under Lloyd's recovery plan will take responsibility for heavy liabilities on old insurance policies, has also announced her decision to leave.

The resignation caused alarm among Names' representatives. Mr Michael Deeny, chairman of the Goodie Walker Action Group, said: "It is a loss to Lloyd's and his departure is a worrying development." Mr Tom Benyon, director of the Society of Names, which represents lossmaking members, said Mr Middleton was an architect of Lloyd's recovery plan, and "to leave before its completion is quite extraordinary".

Mr Rowland cancelled a planned trip to Texas this week to deal with the ructions caused by his chief executive's abrupt departure, understood to have been decided last Friday.

## Asylum row erupts

The Labour party accused the government yesterday of proposing tighter controls on immigration and political asylum as part of a march to the right designed to mollify Conservative party extremists.

Kevin Brown writes: Outside parliament, demonstrators threw flour and orange paint over Mr Brian Mawhinney, the Conservative party chairman, in a protest against the Asylum and Immigration Bill.

Mr Blair said Labour supported action against bogus asylum applications. But he urged the government to defuse tensions by referring the bill to a committee. Ministers say that the bill is needed to curb growing exploitation of asylum procedures by bogus applicants. There were 32,830 applications for asylum in 1994, of which only 225 qualified under the United Nations convention on refugees.

It will seek to reduce the number of applications through a controversial "white list" of countries whose residents will be presumed to be free of persecution. There will also be measures to accelerate the asylum appeals process and make employers carry out checks for illegal immigrants.

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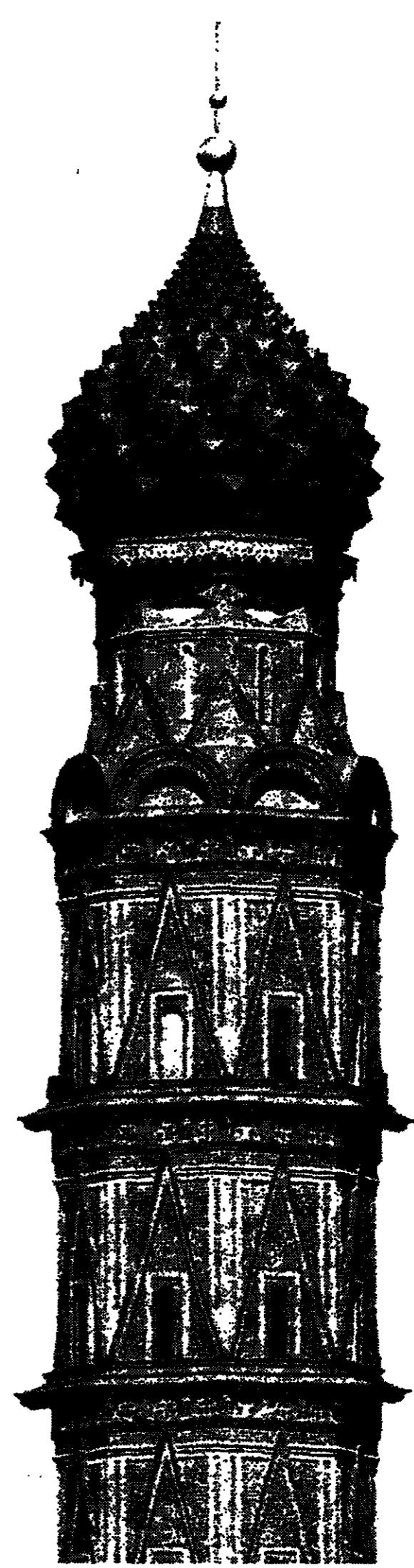
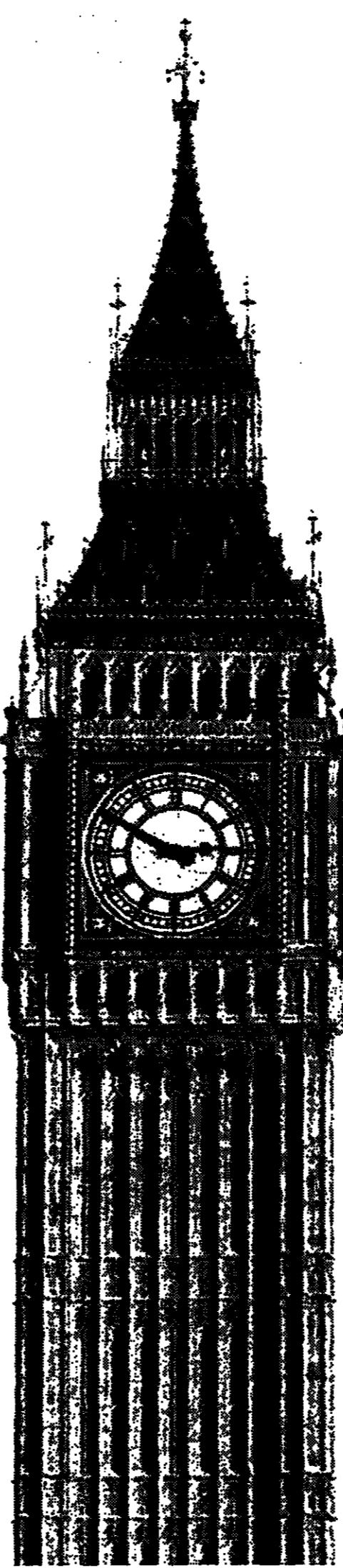


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# Glaxo appeals against tax investigators

By Jim Kelly, Accountancy Correspondent

Glaxo Wellcome, the pharmaceuticals company, is to go to the Court of Appeal in its fight to restrict the Inland Revenue's powers to collect back tax from multinationals.

Last week the Revenue won High Court support for its right to investigate Glaxo's tax affairs before 1986, giving it access to details of thousands of past transactions.

Glaxo is trying to win its case against the tax authorities before the government changes the law in the forthcoming Finance Bill, putting the Revenue's rights beyond doubt.

Other multinational companies with potential "long-tail" exposure to tax will hope that, if Glaxo can win in time, the government may have to introduce a time limit on the Revenue's powers.

Either side may want to take the case to the House of Lords in its role as the final court of appeal. "Glaxo is looking for a knock-out decision," said a tax expert. Mr Robert Berg, tax

partner with KPMG, said: "If the Court of Appeal finds something repugnant in what the Revenue is doing – an infringement of the rights of the taxpayer – it would have some influence on the course of the legislation."

The Revenue wants to look at Glaxo's past transactions with respect to "transfer pricing" – by which companies allocate taxable profit to the countries in which they operate. The High Court ruling

estimates that this figure could have been 2.7 per cent if economic management had been at least as good as the average of the world's main economies.

This would have put it well ahead of Germany, France and other European countries instead of falling behind in terms of growth rates. The institute finds that the sharp fall in the proportion of the labour force with no educational qualifications from 70 per cent in 1970 to 44 per cent in 1993 and the rise in the number of people in higher education are likely to boost the UK's long-term economic growth.

The ruling confirmed that the Revenue can seek back tax from companies for tax years for which payments are not yet finalised, often for reasons unrelated to transfer pricing.

**The economy** Much of productivity gap with Germany has closed

## Growth 'hampered for 25 years'

By Graham Bowley, Economics Staff

Britain's economy could have grown more than 25 per cent faster each year for the past 25 years if it had not been handicapped by poor economic management, the National Institute of Economic and Social Research says today.

The UK's gross domestic product has grown at an average annual rate of 2.1 per cent since 1970. But the institute estimates that this figure could

### Real GDP growth

Annual percentage change, seasonally adjusted



research fellow at the institute, says in the institute's latest economic review that the policies put in place after the pound left the European Exchange Rate Mechanism could lead to greater long-term stability and higher growth,

although "policy remains subject to manipulation for short-term political gains".

The institute shows that UK annual manufacturing productivity growth slowed from 4.14 per cent between 1980 and 1983 to 1.01 per cent between 1983

and 1979. Since 1979, however, productivity growth has risen to 3.55 per cent per year, faster than in any other Group of Seven country except Japan. This was largely due to a reduction in trade union power as a result of legislation in the 1980s.

In a separate article, the institute shows that three-quarters of the productivity gap with Germany and France that existed in 1979 has now been closed.

It says that British productivity has been poor in industries requiring technical and managerial skills, in industries organised on a large scale and in industries prone to strikes.

In a comparison of UK unit wage costs with those in Germany, France and the US, the institute finds that Britain has generally relatively low unit labour costs in consumer goods industries and relatively high unit labour costs in much of the engineering sector.

British productivity is found to have shown a steady improvement relative to France and the US, while sterling's devaluation after it left the ERM in 1992 gave Britain a substantial competitive advantage in 1993 against other European countries but it remained at a disadvantage compared with the US.

The volume of goods bought in Britain's shops fell unexpectedly last month as unusually mild weather allowed people to delay the revamping of their winter wardrobes. The volume of retail sales fell by 0.1 per cent between September and October.

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The Port of Hull in north-east England is to double its capacity for roll-on/roll-off North Sea freight at its King George and Queen Elizabeth Docks. Hull opened a £12m ro-ro terminal in the Humber two years ago to save ships having to lock into the port's docks, but it is already at full capacity, with short-haul European ro-ro traffic now accounting for 40 per cent of Hull's throughput of 10m tonnes of freight a year. Mr Mike Fell, port manager, said the dock expansion was speculative. Associated British Ports, which owns Hull, hopes to attract enough regular users to justify building two more river terminals.

Chris Tingle, Newcastle upon Tyne

## Crane company to expand

Liebherr, the German crane manufacturer, is to create 120 jobs and almost double its site in the north-east England city of Sunderland to £1m in a £5m expansion prompted by strong export demand. The Sunderland site is the company's main manufacturing base for ship cranes, and exports 85 per cent of its output worldwide. It now employs 120 people. It also makes cranes for the offshore industry.

Liebherr is to receive £550,000 in UK government Regional Selective Assistance and a £200,000 business development grant from the Tyne and Wear Development Corporation towards the £5m expansion. The expansion will bring to £2m the sum invested at Liebherr's site since it moved onto former shipyard land in 1989.

Ian Hamilton Fazey, Manchester

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Ralph Atkins, Insurance Correspondent

## Thieves target car parks

Car parks are the most likely places for car theft, according to a survey of 30,000 drivers for AA Magazine, published for members of the AA motor organisation. One in five had a car broken into last year and one in 14 had their vehicle stolen. Government figures for England and Wales, however,

show car crime has fallen over the past 12 months – largely because of increased use of security devices. That, in turn, has encouraged cuts in motor insurance premium rates amid fierce competition spearheaded by telephone-based insurers. Some 62 per cent of those whose car had been broken into did not claim on insurance policies, the AA said, probably because of the amounts involved were small or because drivers wanted to protect "no claims" discounts on policies.

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Smuggler jailed: A salesman who hid two illegal immigrants in the boot of his car was jailed for three years. Mr Jonathan Devito of Igtham, Kent, told Customs officers at Dover docks in England that he had been on a day trip to France. But when officers searched his hire car they found two Turkish men in the boot. He denied facilitating illegal entry, but a jury found him guilty. The immigrants have been deported.

Monster hit: A Hollywood film about the Loch Ness Monster could bring record numbers of tourists to Scotland next year, the Scottish Tourist Board said. *Loch Ness*, to be launched in February, features *Cheers* star Ted Danson. The board said Mel Gibson's portrayal of Scots hero William Wallace in *Braveheart* and Liam Neeson's *Rob Roy* had given Scotland's tourist industry a big boost.

## CONTRACTS & TENDERS

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MINISTERIE DE L'ECONOMIE, DES FINANCES ET DU PLAN  
Cellule de Gestion et de Contrôle du Portefeuille de l'Etat

#### NOTICE OF PRIVATIZATION

The Government of Senegal ("GOS") intends to privatise a controlling interest in Société Nationale de Commercialisation des Oléagineux du Sénégal (SONACOS).

#### SONACOS

SONACOS is an integrated groundnut processing, vegetable oil refining, and marketing company. The decision to seek a single strategic investor or consortium for this enterprise reflects a broader initiative to promote economic reform, a more market-oriented economy, and expansion and efficiency improvement in Senegal's groundnut sector.

All interested parties are invited to obtain upon payment of US\$1000 or CPA equivalent by certified check to the order of the Trésorier Général du Sénégal the bid documents and Information Memorandum from:

Mr. Hadjane Soward  
Comité de Pilotage  
Ministère de l'Economie  
des Finances et du Plan  
Dakar, Sénégal  
Tel: (221) 21-36-25  
Fax: (221) 22-56-31

A pre-bid conference will take place in Dakar at 9:30am on December 7, 1995.

In all cases, interested parties should conduct their own due diligence reviews and investigations of SONACOS and any applicable Senegalese laws, rules, and regulations prior to participating in the bid process.

Neither this document nor the information contained in it, nor any other information or representations supplied or made in connection with any negotiations for the privatization of SONACOS shall form the basis of any contractual liability on the part of the GOS or its advisers. Such liability shall arise if at all only after a definitive agreement has been executed by the GOS and the selected strategic investor, consortium, and then only pursuant to the terms and conditions of any such agreement.

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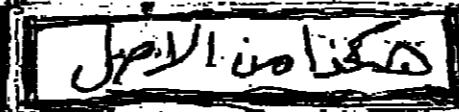
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## Keeping in good heart

Powerful new evidence that cholesterol-lowering drugs can reduce mortality from heart disease was presented to the American Heart Association meeting in California yesterday. The West of Scotland Coronary Prevention Study followed 6,585 middle-aged men, who had high blood cholesterol levels but no previous heart attacks, for five years. Half took pravastatin, made by Bristol-Myers Squibb of the US, and the other half took dummy tablets.

The results showed 32 per cent fewer deaths from heart disease (and 22 per cent fewer deaths from all causes) among the group whose cholesterol levels were reduced by pravastatin.

The study, funded by Bristol-Myers Squibb and conducted independently by Glasgow University, extends evidence shown last year by a five-year clinical trial in Scandinavia with a similar drug, Merck's simvastatin. However, the Scandinavian study, unlike the Scottish one, involved people with a history of heart attacks and/or angina.

Statins, a class of drugs introduced in 1987, work by interfering with a liver enzyme called HMG-CoA that the body needs to produce cholesterol. Four statins are competing in a \$4bn (£2.5bn) a year cholesterol-lowering market. Merck is the leader with two, simvastatin and lovastatin, while Bristol-Myers Squibb has pravastatin and Sandoz of Switzerland has fluvastatin.

Kenneth Weg, president of Bristol-Myers Squibb Pharmaceutical Group, says the West of Scotland results should improve "patient compliance" by demonstrating the benefits of pravastatin in primary prevention.

James Shepherd, professor of pathological biochemistry at Glasgow University and lead investigator of the West of Scotland study, says the results do not alter the fact that "the first line of attack for elevated levels of cholesterol should always be to modify diet and lifestyle. Only that fails should you go on to drug treatment."

Clive Cookson

**O**n an ordinary street in the southern California town of Encino stands a brown, A-shaped building. The sign outside says only North County Bank; another kind of bank shares the premises, although it does not advertise its presence. Tucked inside the building is the Repository for Germinal Choice, a sperm bank that stores the seeds of Nobel laureates and others deemed brilliant by Robert Graham, the 89-year-old founder.

In his two-room office, adorned with smiling pictures of the repository's offspring, many with blue eyes and blonde hair, Graham talks enthusiastically about "improving" humanity by spreading the seed of "outstanding men" who have "top-notch genes".

In the next room sit the tanks of liquid nitrogen containing the frozen sperm.

Graham and his administrative assistant, Anita Neff, believe they are on a humanitarian mission. "We are in favour of more bright people because then we can increase the number of people who have the capability of doing something constructive in the world," explains Graham. Nearly all the donors have an IQ of 130 or above, a genius-level score, they claim. The mother's qualities are curiously absent from the conversations.

The donors, whose identities are never revealed, are not paid and only married women whose husbands are infertile can obtain the sperm, at a cost of \$3,000 (£1,800). "We enable the wife to become a mother. It gives the youngster the best possible start in life because he has top-notch genes," says Graham. "And it gives the outstanding sperm donors more offspring, so everybody wins."

The donors include an Olympic gold medallist and many "brilliant scientists", he claims. Donors are identified by colour and number along with descriptions of such criteria as general health, personality, ancestry, eye colour, skin and hobbies. One comes from a family of "mathematical geniuses"; another "comes from a long line of talented professional individuals and has the energy and ambition to match his exceptional gifts".

Graham says he comes through *Who's Who of Emerging Leaders in America* and goes to medical meetings to "look over the doctors. I approach the ones who are young and look good and are leaders in their field".

More than 200 children can trace their paternity to the repository, says Graham. Three donors have each "fathered" 20 children, the maximum. All the children are exceptional, he claims. "They are very intelligent and gifted based on the report of the parents, who are proud of their little darlings, and

problems defining what we mean by intelligence. Even if genes have a large effect, it may be due to a particular combination of genes that can't be passed on to your offspring because we produce sexually," he says. In sexual reproduction genes are recombinant in each new generation.

Graham, a millionaire optometrist who invented plastic lenses, founded the sperm bank in 1980. He concedes the role of environment, but "the tendency is for high intelligence to be high intelligence and we are out to help it". He says most people are "deficient in IQ".

The idea of "improving humanity" by "better breeding" echoes the credo of turn-of-the-century eugenics who believed that a superior race of men could evolve by increasing procreation among the exceptionally gifted. The idea has also been used over the years to justify barbaric ends such as genocide.

In the early 1960s Graham met Hermann J. Muller, a eugenics proponent and Nobel Prize winner who proved that X-rays cause mutations, to discuss a repository. Although Muller is listed as the repository's co-founder, he abandoned the project before it was set up, according to *In the Name of Eugenics* by Donald J. Kevles, Muller, who died in 1987, never donated.

At first Graham tried to collect sperm from Nobel laureates only. Although most turned him down, three did agree to donate, he claims, and one even revealed his name to the press. That laureate, physicist William B. Shockley, once advocated sterilising people with low IQs. Eventually other donors had to be approached.

Nobel winner James Watson, the co-discoverer of DNA's structure, says he was never asked to donate his sperm, even though he is one of the scientists who were to be among the original contributors to the repository, according to an "agreement" signed by Muller and Graham that hangs in the office in Encino.

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"There is a tendency to dismiss him as a fringe person involved in a nifty or cute activity," he says. "I think it is morally pernicious. We are moving quickly towards an entirely different level of genetic engineering, and as science learns

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National Photo Library

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## ARTS

Cinema/Nigel Andrews

## Teenage revolt runs amok in Paris

**L**indsay Anderson described his film *If* as "something like the writing on the wall." Mathieu Kassovitz's *Le Haine*, which won the Best Director prize at Cannes this year, is the same but more: two hours of heavy action with a cinematic graffiti-gum and the most vivid first film from France in recent memory.

The walls being sprayed by the movie's black-and-white energy and observational wit are in and around a battered Paris housing estate. Kassovitz has clearly set out to make a film about violence that says, "A plague on everyone's house"; including those pundits who claim that racism is the key to modern thuggery. The three youths who tramp the *boulevards* in violent solidarity are an Arab (Said Taghmaoui), a Jew (Vincent Cassel) and a black African (Gérard Koundé). They offer a two-finger gesture not just to *les flics* but also to the ethnic bigotries of the Front National. Armies of all-purpose teenage revolt should stick together; the sword is mightier than Le Pen.

Their current grudge is against the police who beat up a local youth, causing a street riot and later the boy's death. A captured police gun, a wrecked gymnasium, a scene depicting their own brutal encounter with police interrogation methods - the story stabs out its

punctuation points. But the real "plot" happens in the faces, the dialogue and the nervy, manic camerawork.

The three youths have clearly overdoled on popular culture, this being the age of Saint Quentin Tarantino. One does De Niro's "You talkin' to me?" routine from *Taxi Driver* into his bathroom mirror. Two others quarrel over which was the more macho cartoon character, Sylvester or Tweety Pie. In another scene still a semi-crazed drug-dealer they visit plays Russian roulette, as if his formative experience was *The Deer Hunter*.

In this world, play-acting and apocalypse are in fragile equilibrium. A funny story told by one of the boys, of a man falling from a tall building who says at each step "So far, so good," becomes the film's subliminal leitmotif. Urban doomsday may be approaching fast, but today's youth is carrying on regardless, with a hectic in-your-face optimism.

The on-rolling rhythm of the handheld camera suits style to message. Its momentum takes in side-

show details (a breakdancing session) and crunchpoint showdowns (a last-scene double shooting) with the same brush, anaesthetised film. And the three main actors have a precipitate restlessness that seems to have tumbled straight out of reality onto the screen.

*Le Haine* does indeed seem like the writing on the wall, in a world where there is little to choose between the so-called victims and their supposed oppressors. The film's own most prominent graffiti, *dwell on wryly in an early shot*, presents modern youth's most chilling assurance for tomorrow: "L'avenir, c'est nous."

\*  
*A Walk in the Clouds* is a consummately cuckoo film from the director of *Like Water For Chocolate*. Alfonso Arau must have had "Magical Realist" stamped on his birth certificate, dooming him to years spent dealing out tales of unrequited love, natural miracles and Latin folk living in Vaseline-lensed landscapes.

Keisha Reeves, the cast's token non-Hispanic, returns from war in

## LA HAINES

Mathieu Kassovitz

## A WALK IN THE CLOUDS

Alfonso Arau

## INSTITUTE

BENJAMINA

Quay Brothers

## KASPAR HAUSER

Peter Sehr

"The Clouds," the eponymous wine-growing estate, once Reeves decides to stay on and fall in love.

He ends up trying to save the hundred-acre vineyard from the fastest special-effect fire in history. You never witnessed such wet-shirt-flapping workers, such perishing orange faces of onlookers, such cartoonish-looking flames devouring so ditto a hill, and such music rising like rapturous cinders on the thermals.

That the press show audience was giggling helplessly by the close only shows that magical realism is a delicate thing; beautiful when it works, barney when it doesn't.

\*  
*Institute Benjamin* is also barney, but by design. The Quay Brothers are American-born, UK-based filmmakers whose strange shorts - *Street Of Crocodiles*, *The Comb*, *The Cabinet Of Jan Svankmajer* - use model animation to conjure creepy Gothic worlds brimming with middle-European brio-brac.

Now they have gone live-action and feature-length, but they still

sit around feeling a touch of the vapours.

We are still in central Europe in *Kaspar Hauser*. Peter Sehr's film does for the true-life tale of the founding "wild man" who shocked Nuremberg society in the 1820s what Werner Herzog's same-subject film wisely refused to do. It uses meticulously argued historical detail to speculate on the story.

Was *Kaspar* a Crown Prince's bastard son? Was he sold to a Bavarian minister? Did he become a pawn in German state politics? Since we completely fail to follow the ins and outs of these - two leading figures called Ludwig do not help - we neither know nor greatly care. Herzog went for the dramatic jugular: making *Kaspar* a tragicomic catalyst for all our dark thoughts and feelings about nature versus nurture. Sehr's film is more like an education pack on German social-political history that has spilled all over your desk.

The *Scarlet Letter* opens in Britain this week without any preview screenings for the press, despite its impressive above-the-line contributions: director Roland Joffé, stars Demi Moore, Gary Oldman and Robert Duvall, writer Nathaniel Hawthorne. Is something being hidden from us that we should know? I shall catch and review the film next week.

Theatre/Alastair Macaulay

## Mother Courage as Elsie Tanner

**W**ether Bertolt Brecht's famous play *Mother Courage* will stand or fall is decided at each performance by the account given of its title role. Diana Rigg, who has assumed the role at the National Theatre, has its grim humour and its indestructible stamina. Other *Mother Courage* would give much to have her fabulous log-like cheekbones, her hard jaw, her depth of voice. She really makes many of M.C.'s tough jokes funny. And her singing, though uninteresting, has the same authority as everything else she does.

Alas, these assets are not enough. Brechtian acting is by no means about soul-baring; but nonetheless many performances in his plays have displayed moving qualities of sheer human essence. There are some nice instances of this elsewhere in this production. When Lesley Sharp, playing Courage's dumb daughter Katrin, scrubs a dirty shirt with changing rhythm while gazing with growing desire at a pair of handsome red boots, or when Geoffrey Hutchings, as the cook who starts to become Courage's latest lover, listens to the offstage execution of Courage's son Eily by firing-squad you see several layers of humanity powerfully and affecting revealed.

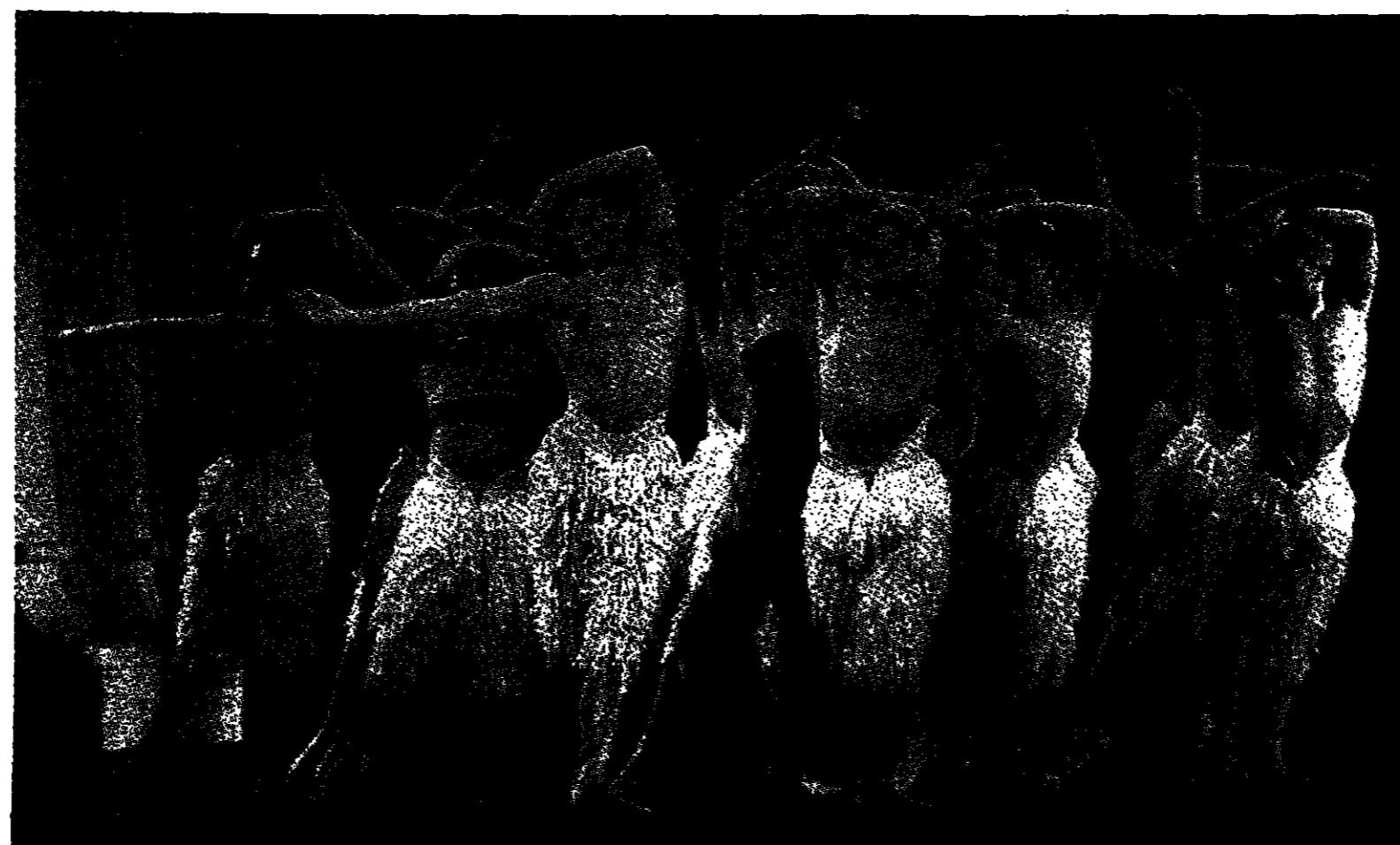
When Rigg, however, plucks a chicken while conversing with the cook, or when she listens to the offstage firing-squad that executes her other son, you simply see a calculated actress making calculated theatrical effects. She speaks the role in a foisty Yorkshire accent and with the most gravelly area of her chest voice. Her *Courage* seems to be a cousin of Elsie Tanner and Bet Lynch, a Northern toughie with a talent for hard repertoire and no nonsense, a human institution on whom others depend despite her own private griefs, with the timing and irrepressibility of the music-hall. Clever idea; but uninter-

esting in (forgive the pun) execution. And the accent deprives us of the greatest beauty of Rigg's acting: her sculpted vowel sounds.

As a production, this *Mother Courage* seems to be the sequel to two productions at the Almeida Theatre during the 1990s: the lauded *Euripiades Medea* staged by Jonathan Kent (one of the Almeida's two artistic directors) with Rigg as the heroine and for which Jonathan Dove composed the unusually eloquent choruses, and the superb *Brecht Life of Galileo*, adapted by playwright David Hare, in which Kent again worked with Dove. In *Mother Courage*, Dove has intermittent success; some of the songs drag, but others - notably those for the cook, chaplain, and young soldier in the bar - splendidly heighten the character of each person and animate the ironic complex folk-cum-vaudeville *singspiel* quality of this drama.

Hare's version of the text, like his for *Galileo*, works marvellously. Brecht's timing, his characterisation, his wit are all vividly captured in modern English. Kent's staging suffers from some of the same over-attention to surface as his protagonist's performance. David Bradley's chaplain, James Buller as the soldier in the bar, Michael Gough's very old colonel, Hutchings's cook are fine performances; and Lesley Sharp's overwrought but absorbing Katrin gives the most heartcatching performance of all. Several other roles however, are far less well played; and there is some crummy singing. Paul Bond's design and Peter Mumford's lighting work best when they simply emphasise the vast Olivier stage space. The costumes and props are a muddle, and the drastic highlighting of key dramatic episodes is coarse. Brecht needs better advocacy than is shown here.

In National Theatre repertory at the Olivier Theatre, London, SE1.



Matthew Bourne's new 'Swan Lake': his imagery is authentically tragic, attuned to Tchaikovsky's mysterious world

Alastair Macaulay

## Dance/Clement Crisp

## The adventures of boys as Swans

Thus far the staging has been typical of AMP's manner in its jokiness and absence of choreographic interest. The period - to judge by the hideous clothes - is the 1950s. A prologue shows us the child Prince Siegfried beset by royal duties and dreaming of a swan as symbol of freedom. Grown to manhood, he finds the royal round no pleasure. The relationship with his mother is Hamletish: the shadow of *Mayerling*, which matches *Swan Lake*'s theme of ideal love found only in death, lies dark over the stage. A Private Secretary is von Rothbart (and, in another *Mayerling* gloss, Count Thafler with the Prince's "girl-friend" as Mitz Casper). After a visit to a seedy club - more *Mayerling* - the Prince (Scott Ambler) visits a lake and contemplates suicide.

Bourne has modernised the setting while retaining much of the original narrative. The period - to judge by the hideous clothes - is the 1950s. A prologue shows us the child Prince Siegfried beset by royal duties and dreaming of a swan as symbol of freedom. Grown to manhood, he finds the royal round no pleasure. The relationship with his mother is Hamletish: the shadow of *Mayerling*, which matches *Swan Lake*'s theme of ideal love found only in death, lies dark over the stage. A Private Secretary is von Rothbart (and, in another *Mayerling* gloss, Count Thafler with the Prince's "girl-friend" as Mitz Casper). After a visit to a seedy club - more *Mayerling* - the Prince (Scott Ambler) visits a lake and contemplates suicide.

nothing either graceful or emotional about their manner, they appear absolutely swan-like. Far more so than the usual ranks of tutu'd girls, and never more so than in Adam Cooper's remarkable playing as the swan who incarnates Siegfried's dreams of liberty. Cooper has been a dancer of focused presence, and his portrait is untouched by human feeling: it is truly a bird, and all the more potent for that. Nor, be it gratefully noted, is there the least strain of homo-eroticism in the dance. The narrative is what it is, and no "gay" sub-text need bother us in the relationship of the swans to the Prince. The third act ball reverts, initially, to the coarseness of

the first scene: these are an odd lot of royals, with morals as shiftless as their manners. (So unexpected.) There arrives Cooper in black - leather trousers as blatant as his sexuality - to make advances on every woman there, including the Queen. He is both Eric and Chaos, and the Prince views the entire scene as an orgiastic nightmare in which the symbol of his desire for freedom is destroyed. (In a brilliant touch, Cooper smears cigarette ash on his forehead to evoke the swan-marking: an exact reflection of Odile's mimetic of Odette's swan-like pose.) The act ends with the Private Secretary shooting the Prince's girl-friend. This is dramatically odd, but serves to send the

Prince into madness. Confined to his bed, he sees visions of the swans. They attack him, then attack and kill their leader (Cooper). The Prince dies, his mother grieving over him, while the apotheosis shows Cooper and the Prince united at last.

As an updating of this *Swan Lake* is, against all the odds, a success. Bourne clearly wants the court scenes to be as hallucinatory as the lake-side setting, but he has not found a choreographic language as effective as his writing for the swans. What he imposes upon Tchaikovsky in the first act is barely forgivable. But his vision of the swans, of the lake-side tragedy, has commanding power and resonance.

Among the other players, Fiona Chadwick makes much of the Queen, and Emily Piercy has a good deal of fun as the Prince's bimbo girl-friend. The score is well played under David Lloyd-Jones.

*Swan Lake* is at Sadler's Wells, London N1 until November 25.

it preferable to many of the lumpen activities offered by companies who foist ineptitudes on the public in the name of tradition. Here, in Bourne's imagery, is something authentically tragic, attuned to Tchaikovsky's mysterious world. And with Adam Cooper, the role of the Swan has commanding power and resonance.

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*Swan Lake* is at Sadler's Wells, London N1 until November 25.

## Malone and Abbie Furman; 6pm; Nov 18

## BOSTON

## CONCERT

Boston Symphony Hall

Tel: 617-266-1492

• Boston Symphony Orchestra: with conductor Bernard Haitink and pianist Murray Perahia perform Mozart's "Symphony No.33" and "Piano Concerto in E flat", and Ravel's "Mother Goose", "La Valse" (Nov 18) and "Requiescere Espagnole" (Nov 17, 21, 22); 8pm; Nov 17, 18, 21, 22

## COLOGNE

## CONCERT

Kölner Philharmonie

Tel: 49-221-2040820

• Kölner Rundfunk-Sinfonie-Orchester, with conductor Peter Eötvös, baritone Dietrich Henschel and Marlis Fabbian on cymbals perform Scarlatti's "Sinfonia a Forma" (first performance) and Eötvös' "Altenteig" (first performance); 8pm; Nov 17

## GENEVA

## CONCERT

Grand Casino Tel: 41-22-7319911

• Maurice Piatoff: gala concert by the Portuguese fado singer, 8.30pm; Nov 17

## GOETHE

## CONCERT

Göteborgs Konserthus

Tel: 46-31-7787800

• Die Zauberflöte by Mozart. Conducted by Sebastian Lang-Lessing and performed by the Deutsche Oper Berlin. Soloists include Bengt Rundgren, Gerd Röhrich, Barry McDaniel, David Knutson, Kirsten Blanck, Carol

## violinist Julian Rachlin perform

Bölk's "Parades", Mendelssohn's "Violin Concerto" and Vaughan Williams' "Symphony No.6"; 7.30pm; Nov 23, 24 (6pm)

## HOUSTON

## EXHIBITION

Contemporary Arts Museum

Tel: 1-713-526-0773

• Andres Serrano: Works 1983-1993: the first mid-career survey of the artist Andres Serrano features 62 large-scale Cibachrome photographs. Serrano's subject matter includes the depiction of bodily fluids, religion, racism, homelessness and death; to Nov 26

## LEIPZIG

## OPERA &amp; OPERETTA

Oper Leipzig Tel: 49-341-1261261

• Moses and Aron: by Schoenberg. Directed by Gerd Albrecht and performed by the Oper Leipzig; 7pm; Nov 18

## LISBON

## CONCERT

Grande Auditório de Fundação Gulbenkian Tel: 351-1-7935131

• Maurizio Pollini: the pianist performs works by Chopin and Debussy; 9.30pm; Nov 19

## LONDON

## CONCERT

Royal Festival Hall

Tel: 44-171-9204242

• The London Philharmonic: with conductor Matthias Bamert and pianist Anne Queffélec perform Mendelssohn's "Piano Concerto",

## MARTIN'S "The Four Elements" and Beethoven's "Symphony No.5"; 7.30pm; Nov 17

## EXHIBITION

British Museum

Tel: 44-171-6361555

• After Marathon: Money, War and Society in fifth-century Greece: coins of the Athenian empire in the 5th century BC, as Athens rose as the predominant power in the Mediterranean world; from Nov 21 to Mar 3

## JAZZ &amp; BLUES

## Royal Festival Hall

Tel: 44-171-9204242

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## COMMENT &amp; ANALYSIS

Economic Viewpoint · Samuel Brittan

## Thinking the unthinkable

The US is not about to default on its debts. But the standoff between president and Congress over the budget is bound to trigger discussion of default risk premiums

So far US and world financial markets have taken the conflict between the president and Congress over the US budget remarkably calmly. The strong inference is that there is no real expectation of the US government defaulting on the interest payments due on its debt. This view will be strengthened by yesterday's US treasury announcement of special devices to enable the administration to get through to the end of December.

The delay in paying some federal salaries and the closure of federal offices are of lesser importance, except as part of the political game. The US is not about to enter a Mexican-type debt crisis.

A game of bluff over the debt ceiling has often occurred in the past. Usually, however, it has been a Republican president at odds with a Democrat Congress which has been in favour of spending. A Republican Congress which wants a spending standstill is more novel.

The president is obviously trying to attribute the continuing deadlock in negotiations with Congress to his desire to safeguard federal social spending, while Republicans are anxious to blame it on his failure to accept the target of a balanced federal budget by 2002. An eventual compromise will have to embody the balanced budget principle. Congressional leaders will do more harm than good to US financial standing if they backtrack on this principle for the sake of a quick settlement.

Meanwhile, there is a case for looking at the theory of default risks by first-world governments in the context of international bond yields without prejudging the US outcome. For we can no longer assume, in the famous words of a former head of Citibank, that "countries don't go broke".

The starting point for such an analysis must be the large international spread of bond yields - even among the

Group of Seven main industrial countries. These go from less than 3 per cent on Japanese government 10-year bonds to over 11½ per cent on Italian government bonds of similar maturity. The US has enjoyed yields of under 6 per cent.

Many different factors go into these differentials. The foundation stone is the world real rate of interest. This is not directly measurable, as most countries do not have well established markets in indexed government bonds. But the yield of under 3½ per cent on longer-maturity UK indexed bonds may provide some approximation.

One can give a simple formula to explain nominal interest rate differentials, even though the variables remain partly a matter of guesswork. What would a German investor contemplating buying a US government bond expect to receive? It would be:

- the going international real rate of interest
- PLUS a premium to cover the expected inflation rate in Germany
- PLUS another premium or discount to cover the expected movement of the dollar
- PLUS a risk premium to guard against his central expectation on either German inflation or the movement of the dollar being wrong.

Until recently this formula would have covered all the relevant elements. Let us go briefly through the traditional items. The investor in Ger-

many is not directly concerned by US inflation. He is concerned with the real value of his interest rate receipts and eventual capital repayment converted into D-Marks of constant value. This is affected by German inflation plus or minus the likely movement of the dollar. Thus the small interest-rate premium that German bond yields have over American ones does not necessarily indicate that German inflation is expected to be higher than American. It is more likely to suggest that the dollar is still undervalued in relation to fundamentals and is expected to bounce back further over the next decade.

The risk premium is the most tricky element to define. It is not the same as the inflation expectation, but the extra reward the holder of non-indexed stock requires to insure against his central estimate of inflation being wrong. The premium could be either positive or negative.

If we make a few educated guesses to fill in the formula, we might say that a German investor in US bonds would expect:

- a real return of 3½ per cent per annum
- PLUS a German inflation premium of 2½ per cent
- PLUS a risk premium of ½ per cent
- MINUS a discount of ½ per cent for expected average annual appreciation of the dollar.

Over a 10-year period one would expect the exchange

agencies have given most leading western economies triple-A ratings. These are defined by the Franco-British credit-rating agency IBCA as "obligations for which there is the lowest expectation of investment risk". Among the G7 countries the only exceptions are Canada and Italy. These latter ratings indicate, according to IBCA, merely a "very low" expectation of investment risk.

So far the US government's triple-A ratings have remained. IBCA has, however, placed the US "on rating watch for a possible downgrade". Should it be lowered and the other credit rating agencies follow suit - and we are talking very hypothetically - the results would be serious in economic terms. For it would mean that over and above the inflation and exchange rate risks and other elements listed above, a new item - risk of default - would have to be added to the factors which enter into US long-term interest rates. This would have a depressing effect both on the US and the world rate of growth and further swing the balance of macroeconomic risks from inflation to deflation.

But this is not the most serious risk. The US budget is the only one in the world where changes can be large enough to influence the international real rate of interest. The fall in US bond yields over the last year has presupposed a new grouping of political forces in favour of a balanced federal budget, achieved over seven years perhaps, but sincerely intended. If this expectation becomes a victim of the political crisis, the effect on American and on world real interest rates could be more serious than that of any temporary delay in paying federal employees. It is for this reason that - whatever one's personal political outlook - the insistence by the Republicans on a balanced budget commitment from President Clinton is to be welcomed.

Do default risks have to be added to the formula given above for explaining bond yields differentials? Credit

Hollywood stars have returned to Japanese television advertisements, says Emiko Terazono

## Tokyo takes a shine to Tinseltown



Back on the box after taking a break: Harrison Ford

have made foreign stars, whose contracts are usually in US dollars, more economical.

"If a Japanese rock singer and a famous Hollywood star costs more or less the same, many companies will choose the latter," says an advertising agency representative.

Hiring Japanese stars will cost an advertiser between Y30m and Y100m. Harrison Ford, who assumes the role of a blue-suited salaryman in a blue-suited salaryman in an advert for Kirin Beer, is estimated to have been paid around \$15m (£940,000) to £2m, while the industry estimates the contract for Madonna, who appears in commercials for shochu, a Japanese liquor, to be about £2m.

On the debit side, problems can arise when the celebrity overshadows the product. The impact of using a foreign star, moreover, is lost on consumers when one celebrity appears in a number of commercials.

For example, after seeing Charlie Sheen promoting Tokyo Gas, Philip Morris and Mafias shoes, consumers are left confused about which products he advertises.

Meanwhile, the appearance of Sting, the UK rock celebrity who has campaigned against destruction of the rain forests, became controversial when he appeared in a promotion for a resort complex in southern Japan which locals allege is ruining the environment.

In spite of the criticisms by pundits, some commercials can be entertaining. Take, for example, a commercial for Iham Foods, a leading processed meat manufacturer, featuring Sylvester Stallone.

Some English speakers are left wondering whether the action star in a tight white tuxedo presenting friends with a box of ham does not suggest the product's other meaning - a hammy performance. But Akira Tanaka of Ihamon is unabashed. He admits the company was not aware of the English slang meaning but adds: "We did use Sean Connery before him."

Dennis Hopper, the veteran film actor, may be known in Hollywood for playing sinister roles, but in Japan he is recognised as the man having a tantrum over his yellow rubber duck in a television commercial for bath salts.

After a brief lull, big Hollywood names are back in Japanese television advertising. Along with Hopper, they include Sharon Stone, Madonna, Harrison Ford and a number of others whose latest performances might take some of the shine off their image if shown in the US or Europe.

The trend appears to be inspired in part by the year's appreciation - which reduces the costs of hiring celebrities - and by the desire of many companies to raise their profile. But it is not without critics in the advertising industry.

"The use of any star is likely to dull creativity since an advert would rely solely on big box office names rather than a good idea," says an official at a leading Japanese agency.

Advertising spending fell in 1992 and 1993, with the figure for 1993 totalling Y5.127bn (£51bn), down 10.5 per cent from its peak in 1991.

Television advertising, which accounted for a third of all advertising expenditures, totalled Y1.589bn that year, down 5.4 per cent from 1991.

The decline in spending resulted in a more direct style of advertising with straightforward presentations of products and explanations of why consumers should buy them rather than vague images, or flaunting flashy stars.

However, consumers and corporate advertisers grew weary of unimaginative advertising and the stars from Tinseltown drifted back.

Expectations of an economic recovery have also helped recent advertising spending.

In 1994, advertising spending rose 0.8 per cent from the previous year to Y5.168bn, its first rise in three years.

Moreover, the yen's appreciation and the rise in the cost of hiring Japanese celebrities

## LETTERS TO THE EDITOR

Number One, Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 973 5938 (please set fax to direct), e-mailed to [letters.editor@ft.com](mailto:letters.editor@ft.com). Translation may be available for letters written in the main international languages.

## US constitution lacks balances to make it work

From Mr Boris Allan.

Sir, Though Americans are fond of pointing to the checks and balances in their constitution, the current legislative fight between the president and the Republican Congress is illustrative of the checks written into the US constitution - without any balances. Any balances depend upon a certain acceptance, tolerance, and commonsense, sadly lacking with today's divided government.

When the US constitution

was written, the "people" not financed by interest groups. The "founding fathers" probably never even considered a situation where individual candidates would spend more than \$20m to gain a Senate seat, or foresee a situation where legislators would be so unpatriotic, so pigheaded, so short-sighted, to put the US in default.

The US constitution is more than 200 years old, and it is showing its age. The founding fathers defined a system of government for a small nation governed by a group of like-minded individuals of a similar heritage, who wanted to preserve their privileges. The system they developed depends on consensus among those who govern. Modern (ethnically diverse) America lacks the sense of community needed to make the constitution work.

Boris Allan,  
7412 Birch Avenue,  
Takoma Park,  
Maryland 20912, US

## Competition obstacle is issue for UK business

From Mr Tim Melville-Ross.

Sir, In his article on business, Europe and Labour ("Lost voice of business", November 10), Philip Stephens asserts that the only businesses to have spoken out on Europe are those "who have kept faith with Margaret Thatcher's Little England".

Business scepticism about a single currency and opposition to the high labour costs of the Social Chapter, as espoused by the Labour party, has little to do with being a "Little Englander", and everything to do with trying to maintain competitiveness in the face of considerable odds.

Of course businesses want the government to have a constructive and positive relationship with Britain's European partners, but this does not mean welcoming with open arms all that comes from Brussels, especially if it seems irrelevant or indeed harmful to business interests.

In any case, businesses have yet to feel the full benefits of the single market. A recent Institute of Directors survey showed that 35 per cent of directors continue to face serious administrative obstacles when doing business with Europe in the form of excessive red tape, VAT

restrictions, customs controls, trade restrictions and regulatory differences, which put up barriers to free trade.

Business wants Britain's political parties to say "No" to EC regulations or any other measures which hinder their ability to compete both within Europe and internationally.

In any case, businesses have yet to feel the full benefits of the single market. A recent Institute of Directors survey showed that 35 per cent of

directors continue to face serious administrative obstacles when doing business with Europe in the form of excessive red tape, VAT

and relatively unfamiliar political parties.

From Mr Tony Vernon.

Sir, I am moved to comment on Lucy Kellaway's article "Five steps to being a chief exec" (November 13) referring to the new-found familiarity of telephone operators with callers.

Having for some time been a user of the Talking Pages freephone information service, I notice that the same "Hello, Tracy speaking..." culture has been introduced to this service. That this approach enhances the user-friendliness of such organisations' interface with the customer could pass without further argument.

What a pity therefore, that the relationship is only skin deep. During a recent call to Talking Pages I recognised the operator's west-country accent and, having lived there for a time, I inquired exactly where she was from.

No sooner had she started to say "Tracy" than she checked herself and insisted that such information could not be given out.

While I appreciate that in this age of increasing telephone nuisance there is a need for high levels of security, I would have thought that introducing pleasantries into such conversations could be a bilateral as well as unilateral activity.

Otherwise, congratulations to BT on an excellent service.

Tony Vernon,  
Calle de las Naciones 21,  
E-28006 Madrid,  
Spain

## Nuclear states have no agreement on restraint

From Prof. R.V. Hesketh.

Sir, Permit me to point out the "factual inaccuracy" complained of by Mr John Major "Summit colleagues wrong on N-tests", says Major, November 11/12 in the paragraph adopted by all Commonwealth governments, other than the UK, in regard to French nuclear tests. In Section 4(a) of the second decision adopted by the parties to the treaty on the non-proliferation of nuclear weapons, at the 1985 review and extension conference held

in April and May, the nuclear-weapon states do not agree to "exercise utmost restraint". They only agree that they should. The factual inaccuracy complained of is that the heads of Commonwealth governments assert that the nuclear-weapon states have agreed to "exercise utmost restraint". They haven't and the prime minister is correct, though some would say the point is a technicality.

The irony is that, subsequent to the review conference, the French government has voluntarily bound itself to "exercise utmost restraint". This freely accepted obligation is stated in a letter of September 28 1995 written on behalf of the French government to Mr Llew Smith MP and others. So the French government has accepted an obligation which other nuclear-weapon states have not - but has not honoured it.

R.V. Hesketh,  
Lower Stone,  
Berkeley, Gloucs, UK

## FT close to acknowledging a great art form

From Mr David Mordecai.

Sir, I was delighted to see jazz getting some coverage on the arts page ("Openings", November 5) - especially for Ornette Coleman the altoist (and only occasional tenorist).

20th century.

More jazz please!

David Mordecai,  
38A Wealthy Heights,  
35 MacDonnell Road,  
Mid Levels, Hong Kong

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lion one-year syndicated loan facility signed in July 1995 further reinforced Garanti's top-tier standing, carrying the best terms obtained by any Turkish bank since the financial crisis of 1994.

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For further information please contact: Mr. Hikmet Akhan, Executive Vice President.

## Curious

Joe Miskell

## FINANCIAL TIMES

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Thursday November 16 1995

## Apec's tasks in world trade

In Bogor, Indonesia, last year, the member countries of the Asia Pacific Economic Co-operation forum agreed to a skeletal plan to liberalise their trade. The intention was to liberalise the trade of the more developed countries by 2010 and of developing countries by 2020. Now, in Osaka, they have to put the flesh on the bones. It will prove no easy task.

Apec is extraordinarily diverse: in wealth, its 18 members range from Japan to Papua New Guinea; in population, they vary from China to Singapore; in location, they span half the globe; and in resources, they vary from land-rich Australia to people-rich Japan. What then do they share? Only that they are not Europeans and that they all consider trade important. Collectively, they also matter: members generate 60 per cent of world output and almost half of world trade.

Apec's main aim has been to liberalise trade. But the difficulties that have emerged suggest the obstacles may not be much smaller than at the global level. It is hardly surprising, for example, that Japan and South Korea have found it as hard to abandon protection of agriculture in favour of their Apec partners as they did in the Uruguay round.

What then can – and should – be expected from this meeting? One valuable contribution would be resistance to US bilateral pressures on trade. Another is the informal dialogue with China, ideally preparing the way for comple-

tion of its long drawn-out negotiations over accession to the World Trade Organisation.

Yet the most important task is to work out how Apec can best serve as a catalyst for global liberalisation. For this, some ambiguities must first be cleared up.

Japan's idea is that Apec should not begin a formal negotiation, but work through peer pressure. Countries should agree a timetable for presenting their own trade liberalisation plans, for scrutiny and discussion. A decision must also be reached on whether Apec liberalisation should be non-discriminatory or whether it should become a bloc that could negotiate reciprocally with the rest of the world.

Creation of a formal negotiating forum within Apec, let alone a discriminatory, free trade agreement, would have damaging effects on outsiders. It seems unreasonable for Malaysia, say, to discriminate in favour of Chile, against Bangladesh. Given Apec's size, formal negotiations within it would also, inevitably, tend to be a substitute for negotiations within the WTO.

True, a plan for discriminatory liberalisation might force the Europeans into global negotiations. But it is just as likely to split the world down the middle. Apec should try to secure trade liberalisation, but also remember that discriminatory liberalisation may not be better than none. Discrimination imposes costs. Apec needs to admit this now.

## Deck clearing

Those looking for a clear strategic direction in the parliamentary programme unveiled in the Queen's Speech will be sorely disappointed. As it enters its last full parliamentary session before the next general election, Mr John Major's administration unsurprisingly has put tactical political advantage before serious legislative purpose.

His government faces an unprecedented Labour lead in the opinion polls. Many Tory MPs believe that it will soon be impossible to claw back sufficient support to win an election which must be held before the summer of 1997. Mr Major's precariously small majority meanwhile forces the prime minister to minimise the risk of rebellion from the right wing of his own party.

So the principal purpose of the package of measures announced yesterday is to emphasise the points of difference between Conservatives and Labour in the approach to the election.

It is true that some of the bills – on the establishment of a high-speed Channel rail link and on cross-media ownership – represent the day-to-day business of government in a changing world. The reinstatement of changes to divorce and family law meanwhile mark a welcome rebuttal of recent opposition from some on the moral right of Mr Major's party. But the politically high-profile legislation on asylum seekers, on nursery school vouchers and on grant-maintained schools is on grant-maintained schools is

intended above all to mark out points of difference with Mr Tony Blair's Labour party.

In one respect, there is no need to lament the absence of a more substantive programme. Too often in the past 16 years the Conservatives have confused a frenetic pace of activity in parliament with good government. Too many laws have meant too many bad laws.

The latest batch of measures will also be largely irrelevant to the eventual outcome of the general election. The forthcoming Budget, the performance of the economy over the next year, the conclusions of the Scott report into arms sales to Iraq, and the capacity of the Conservative party to maintain a semblance of unity over European policy will be the more decisive factors.

The Queen's Speech, however, highlights a more fundamental flaw in the legislative process. The peculiarly British custom by which all substantive new bills must be announced and drafted in time for the state opening of parliament intensifies the pressures in Whitehall which lead to hasty and ill-prepared bills.

It loads on to the first few months of the session parliament's scrutiny of the legislation, increasing the risks that badly-drafted measures will make their way into law. If legislation was agreed and introduced more evenly throughout the year, the government would lose one of its political totems but it would deliver better laws.

## Curious UK pay

Yesterday brought another batch of employment and earnings data indicating that the UK labour market is not what it once was. Were this the fourth year of a normal recovery, observers would be talking of inflationary wage spirals, and the danger of paying every worker the same "going wage". But instead they are musing at the moderation – and variety – of 1995 wage patterns, and wondering how long either feature can be expected to last.

The latest figures show that UK employees, on average, accepted a real cut in living standards over the last year, despite the fact that unemployment fell by nearly 250,000. To the government, this is evidence of the success of curbing the unions and deregulating the labour market, but there is only mixed evidence for this.

Government policy has certainly played a part in keeping a lid on the service sector, where wage growth is the model of restraint, averaging only 2% per cent over the year, compared to 4% per cent in manufacturing. Part of the unusually large gap can be put down to the government's public sector wage bill freeze. Earnings in public sector-dominated sectors such as education, health and social work grew by a mere 1.4 per cent over the year, compared to nearly 4 per cent in the financial services sector.

Yet longer-term changes – some of them related to 1990s deregulation – have also affected service

sector wage trends, in particular the growth in the number of part-time and female employees. Both categories tend to earn less than their full-time, or male equivalents.

In the manufacturing sector, however, it is less obvious that government policy has weaned wage bargainers from their tendency to favour real wage growth over increased employment. Nor can workers wait to judge the outcome of the present pay round by Ford motor company – has the notion of a "going wage" lost its relevance?

In services, real wages have risen 1.4 per cent since the third quarter of 1992, while employment has risen by nearly 500,000, or 3.1 per cent. But in the manufacturing sector, real wages grew by around 4% per cent, alongside a modest 58,000, or less than 1% per cent, rise in employment.

With productivity growth in manufacturing having dropped sharply since the end of 1994, employers have thus faced a significant rise in unit labour costs over the past 12 months. While this does not – yet – imply a rapid increase in inflation, it will make it more difficult to combine stable economic growth with higher manufacturing employment in the years to come. In short, if Ford workers set the trend, and achieve anything close to the 10 per cent wage rise they are demanding, the manufacturing may soon be back on its long-term downward trend.

Yet longer-term changes – some of them related to 1990s deregulation – have also affected service

## COMMENT &amp; ANALYSIS

## Brussels keeps shut the gates to the east

Enlarging the EU has taken a back seat as members grapple with problems closer to home, says Lionel Barber

If the European Union has a mission for the millennium, it is enlargement to the east. Integrating the former communist countries of central and eastern Europe with the capitalist west is the stuff of which history and heroes are made.

Yet the EU's enlargement project is faltering. Critics point to a lack of political will and imagination, while Brussels officials confess that the scale of the challenge is far greater than first thought when the original promise of membership was made in June 1992.

The level of seriousness about enlargement is not minimal, it simply does not exist," says a senior Commission official. "If this kind of approach persists, expansion to the east will have to be postponed for at least a decade."

Five eastern and central European countries have so far applied for EU membership: Hungary, Poland, Romania, Slovakia and Latvia. Five more are likely to do so: the Czech Republic, Slovenia, Bulgaria, Estonia and Lithuania. Malta and Cyprus have won a pledge to open accession negotiations six months after the conclusion of next year's intergovernmental conference, most likely in mid-1997.

EU leaders have yet to establish a timetable or a pecking order for the admission of these new members.

They have barely begun to consider the implications for the Common Agricultural Policy or regional aid which account for two thirds of the EU's annual budget of Ecu80bn (£55bn).

Previous rounds of enlargement have created a union that stretches from the Mediterranean shores to the outer Arctic circle. But the admission of the central and eastern European candidates raises questions about the diversity that the union can accommodate.

First, the only land border the EU now shares with Russia is that of Finland. Admitting the eastern European states would expose the Union's eastern flank to former Soviet republics such as Belarus, Ukraine and Moldova. Inevitably, security questions arise, especially if the new entrants were to join the Western European Union, the EU's fledgling defence arm.

Second, eastern enlargement poses questions of economic adjustment dwarfing those linked to the earlier accession of Spain and Portugal (1986) or Greece (1981).

Although there was a sizeable gap between the standards of living of those southern entrants and those of the existing member states, the gap is much larger for central and eastern Europe.

Bulgaria and Romania, for example, enjoyed a per capita GDP of just over \$1,000 in 1992 based on purchasing-power parity, according to the World Bank. The Czech Republic stood at \$2,710, Hungary at \$3,350 and Slovenia at \$5,420.

The scale of the gap raises doubts about whether these economies could cope with the competitive pressures and high standards imposed by the EU's internal mar-

ket. The European Commission rubbed home the point this year with a list, running into several hundred pages, which set out administrative and legal procedures by which EU legislation must be adopted and implemented by applicant countries. According to a Czech diplomat, the Brussels white paper highlighted the hurdles still in front of full EU membership. But it also suggested that enlargement was slipping down the order of priorities in Brussels at a time when the EU is grappling with its own institutional future.

Fresh thinking might have been expected from the high-level group charged with preparing next year's EU intergovernmental conference.

But the Reflection Group working on the agenda has laboured under a restricted mandate, and its soon-to-be-published report is unlikely to contain a blueprint for a union of 25-plus member states.

The impression that enlargement is receding as a priority has grown since the informal EU summit in Spain in September. Ostensibly, EU leaders were supposed to engage in free-wheeling debate about the shape of the union in the 21st century, but one participant describes the session as "badly prepared" and "very unimpressive".

The summit agreed a plan for tackling enlargement, starting with institutional reform at next year's intergovernmental conference. Decisions on moving to monetary union will take place in 1998. A new budget package by 2000 would then put forward a new deal between net contributors and beneficiaries, taking account of the needs of the applicants from the east. "Only at this point," says a French diplomat, "can we begin serious enlargement negotiations."

Yet if the time taken for the accession negotiations with Spain and Portugal is a guide, there would be a delay of several years.

The final agreement would then require ratification by all 15 member states.

It could be 2005 at the earliest before Poland, the Czech Republic, Hungary and Slovenia could join.

When pressed about the delays, EU diplomats and Commission officials point to the Maastricht treaty's commitment to hold an intergovernmental conference next year.

The unknown question is how far the conference will overcome opposition, notably from Britain, to improvements to the functioning of the union through measures such as extending qualified majority voting. Without such reforms, most believe that managing a 25-member union would be impossible.

Uncertainty over the planned monetary union could also damage prospects for enlargement. A delay in EMU would trigger a crisis of confidence so severe that it would be virtually impossible to imagine the EU responding with accession talks with the eastern Europeans, says a French diplomat.

Similarly, Mr Jacques Chirac, the French president, is unlikely to respond to calls from Mr Helmut Kohl, German chancellor, for more

political union unless he can be on board.

Few member states are likely to ratify next year's intergovernmental conference until they are sure that EMU remains open to all rather than being an exclusive political arrangement built around France and Germany.

Here the Commission has a crucial role as arbiter and ideas catalyst. It will unveil two papers on the reform of the Common Agricultural Policy and structural funds ahead of next month's EU summit in Madrid, the two policies most affected by enlargement.

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about whether such a ceiling would run into opposition from countries such as Greece which would face real cuts in aid after becoming accustomed to a drip-feed from Brussels.

Extending the Common Agricultural Policy eastwards could be even more expensive, since the subsidies would encourage expansion in output in farm-intensive economies. The application of the policy in these countries would trigger a rise in food prices and create a new class of super-rich farmers.

Mr Franz Fischer, agriculture commissioner, appears, therefore, to be moving toward recommending lengthy transition periods lasting between seven and 10 years for the eastern applicants. These would most likely be coupled with the imposition of strict production quotas and, by implication, the continuation of border controls.

At a conference of European leaders in Berlin, organised by the Herbert Quandt Foundation and the Financial Times, Mr Ruud Lubbers, former Dutch prime minister, suggested that it might be necessary to find new forms of transitional membership. This might help the central and eastern Europeans to meet EU standards in sensitive areas such as immigration.

Yet this would challenge the traditional EU approach of insisting that new members adopt the *acquis communautaire*, the written (and unwritten) set of rights and obligations developed since the Treaty of Rome in 1957. Weakening the *acquis* might also encourage other member

states to follow the UK approach of selective co-operation or "variable geometry", weakening the solidarity and cohesion of the union.

Speaking at the same conference, Professor Jeffrey Sachs of Harvard Institute for International Development, an economics adviser to Poland, Estonia and Slovenia, called for bold new thinking to avoid enlargement becoming bogged down in the EU's internal wrangling.

He produced a six-point plan including measures to help the candidates eliminate last year's Ecu8.4bn trade deficit with the union. This would involve the EU switching from safeguards against cheap imports and anti-dumping measures to a common competition policy for the whole region.

In return, the east Europeans would renounce subsidies to state enterprises and their claims to large-scale regional aid under the EU's structural fund programme.

"The central Europeans need markets, not charity," said Prof Sachs.

Enlargement may be seen as inevitable – even desirable – by the EU. But none of its leaders yet seems ready to admit that it will require sacrifices and changes in the traditional EU approach.

One member of the Reflection Group says it is time to break free of old thinking. "The worst thing about the situation is that people say it's too big and too difficult. All that is true, but we have to do it. If we don't do it, the consequences will be even worse."

## OBSERVER

### Heads I win

Princess Diana may be making a terrible mistake in spilling the beans on yet more aspects of her once private life. The British public will discover next Monday evening that the country's collective bingo is setting families at each other's throats, filling the streets with drunks and generally cutting off the country's men in their prime. Who's to blame? The new coinage, "It's too readily available and it's too cheap," he reckons.

Russia's lawmakers seem to agree. Yesterday both houses of parliament voted to override President Boris Yeltsin's veto of a law aiming at tighter state controls on the sale of alcohol.

But the sober-minded brigade will not necessarily get very far. The last anti-boozers campaign was that waged by Mikhail Gorbachev. All the thanks he got was a steep fall in his popularity ratings combined with a gaping hole in the budget.

Obviously Weigel's high-wire act – of belonging to a government committed to a single currency whilst leading a party (the Bavarian CSU) which is highly sceptical of abandoning the trusty D-Mark – is insufficient of a challenge. So why not complicate things a bit further by consigning his thoughts to print?

## Cup in hand

No cross-Bootsians. No Westminster-style marketing campaigns needed to encourage the Russians to drink more vodka. The Russians are doing it themselves. Between 18 and 24 voted for the PDS in last month's elections in Berlin. Kohl gives the

impression he thinks of them as a bunch of Stalinist murderers.

Faced with real communists, Kohl changes his spots entirely. As the first western head of government to make an official visit to the Chinese army since 1990, Kohl has this week been drawing attention to the troops' importance in China's development – somehow neglecting to mention their importance six years ago in Tiananmen Square.

Perhaps mindful that its

soothsayer calendar is no longer acceptable on every office wall these days, Pirelli, the Milan tyre company, thoughtfully posted the listless ladies of the Internet as from yesterday.

The web site has, of course, more than calendar pages to interest the cyber-surfer. There's all sorts of information about tyres and related services, not to mention a litany of the company's sporting successes. It is purely in pursuit of the latter information, of course, that FT readers will be logging on at <http://www.pirelli.com>.

## Painful one

Who knows whether the Merrill Lynch/Smith New Court tyre is generating lots of extra business? But it is highly productive of reinvented acronyms attempting to convey the workers' state of mind.

Sacked Near Christmas has recently been supplemented by Post Merrill Tension.

Attempt to sting





## INTERNATIONAL COMPANIES AND FINANCE

## EUROPEAN NEWS DIGEST

## SNI recovers to DM62m for year

Siemens Nixdorf Informationssysteme (SNI), the computer division of Siemens, yesterday pledged to continue restructuring with further job cuts and productivity measures. The company announced its first pre-tax profits in four years, of DM62m (\$43.8m) for the year to end-September. Mr Gerhard Schulmeyer, chairman, said the continuing fall in computer prices would mean profits would "melt down quickly" unless the company achieved above average growth, particularly outside Europe.

In the long run, the company planned to rebalance its business so that Germany, the rest of Europe, and the rest of the world each account for one third of turnover. SNI is Europe's second-largest computer maker, after IBM, and occupies 11th place worldwide. Mr Schulmeyer said four of SNI's 10 divisions continued to make losses, although he expected all to operate profitably by 1996-97.

Sales rose 10 per cent to DM12.8m, with new orders up 11 per cent at DM13.5m. Investments rose 66 per cent at DM3.8m, stemming mostly from the acquisitions of Pyramid, a US manufacturer of high-end Unix computers, and of a 10 per cent stake in Escom, the German computer retailer.

Commerzbank's share issue is expected to be oversubscribed with a full 3.2m shares sold at near the current market price. The company had originally set a range of shares to be sold of between 2.6m and 3.2m at a prospective maximum price of 5 per cent below market price. The final issue price is expected to be announced either later tonight or tomorrow morning. Commerzbank expects to raise about DM1m.

Wolfgang Münchau, Frankfurt

## Swedbank surges to SKr2.98bn

Swedbank, the Nordic region's biggest bank by assets, said yesterday that operating profits nearly tripled in the first nine months to SKr2.98bn (\$447m), against SKr1.04bn a year ago, excluding capital gains. The improvement was driven by a SKr1.55bn drop in loan losses to SKr1.6bn, but cost control and a 10 per cent rise in net interest income helped. The bank, which was listed on the Swedish stock exchange during the summer after a SKr1.5m international share issue, has adjusted its forecast for full-year loan losses downwards from SKr2.7bn to SKr2.4bn. It intends to pay a SKr3.5 per share dividend for 1995.

Christopher Brown-Humes, Stockholm

## Kirch secures film deal

Mr Leo Kirch, the Munich-based media mogul has secured the German distribution rights for a package of films including *Schindler's List* and *Jurassic Park* for \$30m, one of the highest prices ever paid in Germany for such a package. Mr Kirch bought the rights from MCA, the US film company, to retain his dominance in the film distribution sector. He clinched the deal following stiff competition from RTL, Germany's commercial independent television channel partly owned by Bertelsmann, the German publishing and entertainment group.

Judy Dempsey, Berlin

## Renault sales reach FFr137bn

Renault, the French motors group due to be privatised, said sales rose to FFr137bn (\$28bn) in the first nine months of the year, from FFr135bn a year earlier. Sales in the third quarter alone declined from FFr135bn to FFr10.5bn. The company said that during the fourth quarter the first effects of new French government measures to subsidise new car buyers should be felt, but the western European car market was unlikely to show any increase in 1995 over last year.

AFX News, Paris

no change in price levels in sight. Volumes increased as planned, and a significant increase in Ericsson's share of the global market for digital pocket phones is now expected." He added that nearly half of the world's 11.6m GSM subscribers were connected to Ericsson's network.

The group said the number of mobile phone subscribers in the Asia Pacific region was rising by 100 per cent a year and European subscribers were climbing by 80 per cent. Even in the US - where there have been fears of slower growth - subscriber numbers were growing 46 per cent.

The group's optimism soothed investors, made nervous about the state of demand since Motorola of the US and Finland's Nokia reported slower growth and pricing pressures in the US cellular market.

Ericsson's shares rose SKr6.5 to SKr146.5 while shares in Nokia, which have fallen

sharply in recent weeks, rose FM5 to FM288 in Helsinki. Ericsson has only a small position in the US analogue market where pricing pressures have been greatest.

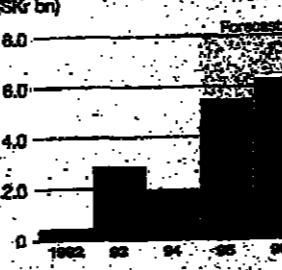
Nine-month sales in the group's radio communications division were 42 per cent higher at SKr57.5bn, after a 50 per cent increase in mobile telephony business. The fastest growing markets are China, the UK, Sweden, Australia and Spain. But some of the biggest order successes have been in the US, Japan and Germany. Mobile business accounted for 60 per cent of the total group orders of SKr78.5bn, up 31 per cent from last year.

There was a more sluggish performance from public telecommunications, where sales rose 11 per cent to SKr18.5bn and profit development was weak. The unit has been hit by price pressures and the market for broadband - multimedia - operations has taken off more slowly than expected. Substan-

## COMPANY PROFILE

## Ericsson

Net income  
(Sk 6 bn)



## Alcatel SEL sales decline 30% at nine months

By John Riddick in Paris

Alcatel SEL, the troubled German subsidiary of Alcatel Alsthom, the French transport, telecoms and engineering group, yesterday announced that sales had fallen by almost 30 per cent in the first nine months of the year to DM1.29bn (\$1.62bn).

The decline, which reflects the downturn in the German telecoms equipment market, was worse than expected. A statement from the company said that full-year sales of a forecast DM4.5bn would be below the target set at the beginning of 1995.

"We have not achieved the goal that we set of achieving half of our recovery efforts this year," the company said. However, it cited several positive factors such as a stronger order book and good prospects for products such as SDH transmission systems and broadband communication devices.

Part of the fall in nine-month sales reflected the completion of turnkey projects in eastern Germany, which were previously sub-contracted to other suppliers.

The problems at Alcatel SEL have been one of the most serious setbacks at Alcatel Alsthom, contributing to a fall into loss this year for the first time in the group's history.

Mr Serge Tchiruk, who took over as chairman this summer, has announced a radical restructuring at the group which involves asset write-downs and exceptional charges totalling about FFr20bn.

To strengthen recovery efforts in Germany, Alcatel SEL said it was seeking a control agreement with the parent company. This change would make the subsidiary a division of the group, rather than an independent company, and is in line with the group's plans to tighten management controls at Alcatel SEL.

Industry observers believe that the weakness of controls was an important factor behind the deterioration of results at the German operations and the failure of the group to respond quickly.

## Ericsson profits jump as mobile phone sales surge

By Christopher Brown-Humes in Stockholm

Shares in Ericsson rose 6 per cent yesterday after the Swedish telecommunications group presented unexpectedly strong nine-month profits and said it was building on its leading position in the fast-growing mobile phone market.

Pre-tax profits of SKr6.5bn (\$730m) were up 38 per cent from SKr4.9bn a year ago on the back of a 23 per cent surge in sales to SKr6.9bn.

The figures provided clear evidence of Ericsson's continued success in mobile telephony, where it has increased its share of the handset market to about 11 per cent while consolidating its 40 per cent share of the cellular infrastructure market. Its mobile telephony sales rose 50 per cent and orders were 75 per cent higher.

Mr Lars Ramqvist, chief executive, said: "Demand for digital phones for GSM continues at a very high level, with

sharply in recent weeks, rose FM5 to FM288 in Helsinki. Ericsson has only a small position in the US analogue market where pricing pressures have been greatest.

Nine-month sales in the group's radio communications division were 42 per cent higher at SKr57.5bn, after a 50 per cent increase in mobile telephony business. The fastest growing markets are China, the UK, Sweden, Australia and Spain. But some of the biggest order successes have been in the US, Japan and Germany.

Mobile business accounted for 60 per cent of the total group orders of SKr78.5bn, up 31 per cent from last year.

There was a more sluggish performance from public telecommunications, where sales rose 11 per cent to SKr18.5bn and profit development was weak. The unit has been hit by price pressures and the market for broadband - multimedia - operations has taken off more slowly than expected. Substan-

tial resources and staff are being shifted from the public side to the radio division.

The third-quarter performance continued the strong trends seen in the first half. Sales, profits and orders were all up by about 30 per cent.

## Euro Disney makes communication its theme

The group is setting store by cost cuts and better-informed visitors, says Andrew Jack

Mr Philippe Bourguignon, chairman of Euro Disney, has a self-criticism to make. He believes his company is a victim of misunderstanding, and that he needs to do more to communicate what it really is. He has previously said he is tired of apologising for the mistakes of the past when Euro Disney was widely - if simplistically - criticised for being too arrogantly American in its management style.

Now, he sees a new challenge. "Analysts, journalists, customers, everyone needs a frame of reference," he says. "Everyone grabs what they know.

"But the European public did not know what the theme park was. We are not an attraction park, a chain of hotels, a group of restaurants, or a merchandising company."

His message when unveiling the group's first annual profits yesterday was that the sum is worth more than the parts.



Philippe Bourguignon: 'we can make one plus one equal 2½'

"We need to show people that we can make one plus one equal two and a half," he says.

When Euro Disney opened, the idea of theme parks did not exist in Europe. Now, Mr Bourguignon argues that his group's marketing efforts - combined with those of rival

parks that have opened since - have raised public awareness and hence boosted the size of the market for everyone.

He derives great hope from the fact that attendance has risen 21 per cent during the current year, from 8.6m to 10.7m and that a growing proportion of visitors in the past 12 months - 26 per cent at the moment - have been to Euro Disney at least once before. This suggests that a strong repeat market is developing.

Yet if external ignorance of the theme park idea was a problem until recently, so too has been management's ability inside the group to capitalise on the Euro Disney mix of businesses.

He says that Euro Disney's gate prices will remain fixed, at least during the coming year.

But other prices are being tweaked ever more subtly to raise revenues.

So rates in middle-ranking

customers will be discounted slightly in restaurants and the main dish prices maintained - encouraging people to buy both rather than simply skipping the first course.

Customers are less frustrated by waiting around with their children, they spend more because they are more relaxed, and they use their hotel restaurants, which are often almost empty in the middle of the day while the fast-food sites in the park are packed.

He says that Euro Disney's gate prices will remain fixed, at least during the coming year.

But other prices are being tweaked ever more subtly to raise revenues.

So rates in middle-ranking hotels have been cut, but maintained in the more luxurious rooms for which demand is

less elastic. Appetisers will be

offered

before they arrive at the park.

Once they arrive it is too late to influence them, he says. But if they are told in advance that queues are worst at lunchtime and they would do better to go back to their hotel during this period, the results can be highly profitable.

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## Hypo-Bank plans alliance with US fund manager

By Andrew Fisher in Munich

Bayerische Hypotheken-und Wechsel-Bank plans to expand its asset management business by co-operating with a big US fund manager, but has no plans to take a financial stake or seek investment banking acquisitions, Mr Josef Wertschulte, a director of the German bank, said.

Negotiations on marketing and product co-operation in North America and Europe should be concluded early next year, he added. "We're not looking for an acquisition in this sector - prices are totally exaggerated," he said.

Rival Bayerische Vereinsbank is talking with Oppenheimer & Co, a US securities broker, fund management and investment banking concern, about a possible takeover which could cost about \$500m.

Mr Wertschulte declined to name the US company with which Hypo-Bank was talking but said its assets under management were a "high double-digit billion dollar" figure, mostly on the retail side, and more than the \$40bn Oppenheimer manages.

Co-operation with a new US partner would be carried out jointly by Hypo-Bank and Foreign & Colonial Management, the UK fund manager in which it owns 50 per cent.

Although he saw no sense in Hypo-Bank taking a small stake in its proposed US partner, he said the two sides could later make joint acquisitions to develop business.

## COMPANY PROFILE:

## Hypo Bank

Net income (DM bn)

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## INTERNATIONAL COMPANIES AND FINANCE

## MCA sale sends Matsushita to first-half loss

By Michio Nakamoto in Tokyo

Matsushita, Japan's largest consumer electronics maker, suffered a group net loss of Y132.5bn (\$1.31bn) in the first half because of foreign currency translation losses relating to its sale of MCA, the Hollywood entertainment group. Net income in the previous first half was Y23.8bn.

But the company is now forecasting that stronger sales of non-consumer products, from cellular phones and batteries to semiconductors, will support a better-than-expected result for the full year.

The company sold an 80 per cent controlling stake in MCA to Seagram, the Canadian drinks group, in April after major differences over strategy for the entertainment business arose between the Japanese management and MCA executives.

The sale of the bulk of its MCA shares led to a foreign currency translation adjustment of Y164.2bn, Matsushita said.

The net loss from the MCA sale contrasts sharply with the parent company's 16 per cent rise in net profits to Y25.5bn which was helped by strong demand for non-consumer electronics products.

Group sales in the first half were also down - by 4 per cent to Y3.211.8bn - mainly because

## Japanese city bank plans big shake-up

By Gerard Baker in Tokyo

of the loss of MCA sales. Without the MCA contribution to last year's sales, group sales this year would have been 2 per cent higher, Matsushita said.

The loss on the sale of MCA also led to a pre-tax loss of Y81bn, compared with profits of Y84.5bn previously.

Sales for the year are expected to be down 4 per cent, rather than 6 per cent as previously forecast, to Y6.660bn while pre-tax profits are expected down 65 per cent to Y75bn instead of the Y72bn previously forecast. Matsushita expects a full-year group net loss of Y46bn, in line with the previous estimate.

NEC, the Japanese semiconductor maker, Packard Bell Electronics of the US and Taiwan's GVC Corporation are forming a Chinese joint venture to produce monitors for personal computers, AFX reports from Tokyo.

Investment in the new company, NPG Display, will be Y4bn. NEC said it and Packard Bell would each hold 35 per cent of the venture - which would have capital of \$7.4m - with GVC taking the balance.

The venture would have headquarters in Hong Kong, with its plant in Guangdong province, NEC said. Initial monthly production is expected to be 120,000 units from May 1996, rising to 240,000.

The bank had total deposits of Y8.382bn at the end of March.

It could also include the closure of some branches in Tokyo's overseas operations.

As of March 31 1995, HTB had disclosed problem loans of Y479bn (\$4.72bn), 6.6 per cent of total loans, although independent estimates of its undisclosed loans suggest the real figure is probably much higher.

Its efforts to write off bad debts were reflected in its results to the year ending in March, when it reported a pre-tax loss of Y8.7bn, a figure that was also affected by declines in the value of its securities holdings.

The bank had total deposits of Y8.382bn at the end of March.

But analysts said the bank's overall funding costs had been pushed up after deposits had

## Sahaviriy Steel hit by low prices and exchange losses

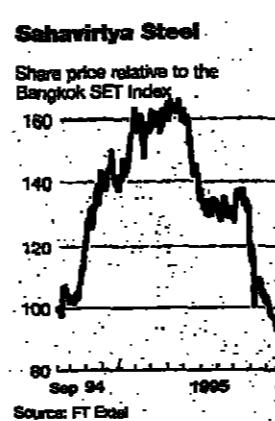
By Ted Bardacke in Bangkok

Sahaviriy Steel Industry, one of Thailand's largest companies and its only producer of hot-rolled steel products, suffered a third-quarter loss of Bt183m (\$7.3m).

The company blamed foreign exchange volatility and poor world steel prices. It suffered a Bt105m foreign exchange loss in the third quarter because of the appreciation of the US dollar against the baht.

The loss compares with net profits of Bt30m in the first six months of the year.

Mr Adisak Lawyut, company president, said that profit margins in the third quarter were squeezed because of the high cost of raw materials in the second quarter. "But we had to cut our selling price to be in



line with the falling world steel prices," he added.

The average profit margin in the third quarter was about \$126 per tonne, compared with \$178 in the second quarter.

Sales revenue also fell 14 per cent compared with the previous quarter after an 8 per cent drop in sales volume from 220,000 tonnes to 203,000 tonnes and a 7 per cent fall in hot rolled coil prices from \$346 a tonne to \$316 a tonne.

Analysts said excess global inventory of hot-rolled steel products was the main factor hurting Sahaviriy. But they added that the fourth quarter should show some improvement because of lower interest expenses after a refinancing of the company's euro-convertible bond. Domestic demand should pick up as Thailand recovers from its worst flooding in a decade. Meanwhile the company said exports had increased to about one-third of output from about 15 per cent at the beginning of the year.

## Thai banks held back by credit limit

By William Barnes in Bangkok

Bangkok Bank, Thailand's biggest, disappointed the market after reporting a 6.4 per cent year-on-year rise in third-quarter consolidated profits. The bank's shares fell Bt3 to Bt36 yesterday.

Consolidated net profits advanced from Bt4.38bn to Bt4.66bn (\$1.65m) while earnings per share rose from Bt4.38 to Bt4.66 in the third quarter.

But analysts said the bank's

risen annualized 20 per cent against a 15 per cent rise in lending business.

Bangkok Bank - like many of its rivals - has been constrained by the central bank's insistence that credit growth be limited to 24.5 per cent this year because of concern that the economy might overheat.

Siam Commercial Bank was an exception to the bank's weak results, with net profits of Bt1.994bn in the third quarter. Earnings per share rose 23 per cent to Bt5.3 despite a squeeze on interest margins.

An analyst said Siam Commercial might struggle to maintain its profits record; earnings per share grew by 25 per cent and 27 per cent in the first and second quarters. A further fall in interest margins was likely in the last quarter, and also a slowdown in property loans because the bank had reached the central bank lending limit in this sector.

Thai Farmers Bank's net profits were 8.1 per cent higher at Bt2.566 with loan growth at nine months at 14 per cent and deposit growth at 11.4 per cent.

## ASIA-PACIFIC NEWS DIGEST

### Revamp at Yamaha behind 74% growth

Restructuring at Yamaha, the world's largest maker of musical instruments, helped to boost recurring profit - before tax and extraordinary items - by 74 per cent in the first half to September 30. The Japanese company's sales rose nearly 8 per cent. Pre-tax profits jumped from Y16.5bn last time to Y10.67bn (\$103.1m) on sales which advanced to Y190.93bn, against Y176.95bn a year ago.

Yamaha's results exceeded its forecasts for parent sales of Y188bn and pre-tax profit of Y10.50bn. It said domestic sales rose 6.3 per cent to Y127.7bn, as a result of strong demand for its magnetic heads, sound-generator LSIs and on-line karaoke system, although sales of musical instruments and sports equipment were stagnant.

Yamaha said the positive impact of the restructuring helped boost operating profit 107 per cent, from Y6.38bn in the corresponding period last year to Y13.21bn. Sales of pianos dropped 6.6 per cent to Y22.92bn and sales of electronic musical instruments fell 4.2 per cent from Y41.1bn to Y38.5bn last year. But sales of audio equipment jumped 38 per cent to Y28.4bn, while sales of electronic metals and equipment climbed nearly 37 per cent to Y54.4bn.

Yamaha Motor, the motorcycle maker affiliated with Yamaha, was hit by the yen's appreciation in the first half. The company saw pre-tax profits drop 59 per cent from a year earlier to Y1.23bn. Sales edged ahead to Y227.29bn, up 1.9 per cent. The company said the decline was caused almost solely by the yen's appreciation, which slashed the profitability of exports. The company lost Y10.8m because of the strong yen on a pre-tax basis, part of which it recovered by raising prices. Yamaha also reduced production and administrative costs to make up for part of the damage from the yen's rise.

AP-DJ, Tokyo

### Minolta Camera ahead sharply

Minolta Camera, a leading maker of cameras and office automation equipment, recorded a sharp increase in recurring profit - before tax and extraordinary items - in the first half year to September 30. The Japanese group's earnings rose from Y56.8bn last time to Y10.84bn (\$10.2m) on sales up from Y92.89bn to Y96.47bn. Profits were boosted mainly by higher overseas sales of copiers, compact cameras and single-lens reflexive cameras, the company said.

Pre-tax profit was also boosted by lower production costs at the company's overseas plants in places such as Malaysia and China. Sales of information-related equipment rose to Y12.53bn, up 4 per cent from the same period a year ago, while exports rose 3.4 per cent, to Y50.94bn. Domestic sales were Y11.36bn, up 6.4 per cent.

AP-DJ, Tokyo

### Gas attack and quake hit JR East

East Japan Railway, a spin-off of the former national railway system, was hit by the effects of the Kobe earthquake. Tokyo subway poison gas incident and the economic slowdown. Recurring profit - before tax and extraordinary items - in the fiscal first half declined 5.6 per cent to Y8.16bn (\$67.1m) while revenue slipped to Y97.46bn from Y98.69bn.

JR East said the slack economy hit passenger traffic which was further affected by the uneasiness created by the poison gas deaths in the Tokyo subway. The railway said the earthquake in the Kobe area of western Japan cut passenger traffic because Tokyo station was the starting point for trips to the west. The quake also cut the commissions JR East earned from other JR operators.

AP-DJ, Tokyo

### Samsung sees \$3.24bn earnings

Samsung Electronics has increased its earnings forecast for 1995 from Won1.700bn to more than Won2.500bn (\$3.24bn). The South Korean group reported 1994 earnings of Won945bn. The surge in expected earnings is the result of an export boom for semiconductor chips. Samsung is the world's largest producer of memory chips that store computer data and has benefited from a global supply shortage.

Sales in 1995 are expected to increase by almost 50 per cent to Won16.200bn. Samsung recorded net profits of Won1.131bn on sales of Won7.062bn for the first half of 1995. Company officials have recently told investors that earnings could reach nearly Won3.000bn.

John Burton, Seoul

#### Optional Redemption by the Noteholders

#### Republic of Indonesia

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(the "Notes")

Notice is hereby given, in accordance with the Redemption and Purchase Clause (c) of the Notes, that Noteholders may redeem their Notes in full on the next interest payment date of February 16, 1996 (the "Redemption Date"). Notice for redemption, together with all unexpired Coupons relating thereto, must be deposited with any Paying Agent between the dates of December 18, 1995 and January 2, 1996 inclusive.

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November 16, 1995

CHASE

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Notice is hereby given to the holders of Bonds and Warrants for which the Luxembourg Branch of SOGENAL acts as Fiscal Agent, Principal Paying Agent, Warrant Agent, Paying Agent, Paying Agent, Conversion Agent, Issue and Paying Agent or in any other similar capacities, that with effect from January 1st, 1996, these functions will be transferred to the wholly-owned subsidiary of the SOGENAL Group.

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Dated as of: November 15, 1995

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Based on the Luxembourg Stock Exchange

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Senior Subordinated Floating Rate Debentures due 2004

In accordance with the provisions of the Debentures, the Company gives notice that for the interest period November 16, 1995 to February 16, 1996 the Debentures will carry an interest rate of 8.64% per annum. Interest payable on the relevant interest payment date February 16, 1996 with amount to US \$2,244.03 per US \$100,000 Debenture.

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## INTERNATIONAL COMPANIES AND FINANCE

# Nucor seeks to recapture its heady past

Group must overcome several obstacles if it is to repeat its earlier success, writes Richard Waters

**N**ucor, the company which in the early 1990s single-handedly proved there was life left in the US steel industry, has come down to earth.

Shares in the minimill company have tumbled more than a third over the past year, even as US stock market averages have climbed 30 per cent. After doubling sales and quadrupling earnings since the start of the decade, the group's stellar stock market rating has reverted to the merely ordinary.

Mr Ken Iverson, who has headed the company for the past 30 years, bristles when questioned whether Nucor is running out of growth. "So what's new? Of course it's not sustainable," he says of the steelmaker's performance since the late 1980s. However, he adds: "I expect we can have growth of 15-20 per cent [a year] in the next five years."

If Mr Iverson is right, Nucor will remain the star of the US steel industry for the rest of the decade. But it will have to overcome a number of obstacles, including a rash of imitators out to copy the company's success.

The immediate outlook in the US steel market looks stable, if unspectacular. After seeing prices climb steadily as the country's steelmakers reached full capacity, Nucor led a series of price cuts earlier this year, prompted by falling orders from big users of flat-rolled steel such as the car and appliance industries.

That, and the effect of higher prices for scrap steel - the basic raw material for minimills

companies - has brought an end to the rapid margin expansion of 1994, when Nucor's net profit margin jumped two percentage points to 7.8 per cent.

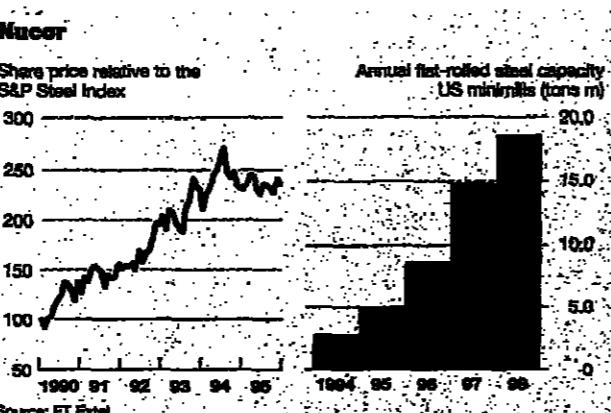
The price cutting looks to be over, at least for now. Two weeks ago, Nucor nudged up the price of cold-rolled steel, the highest-quality grade of sheet steel, by \$10 a ton to \$450. The more important hot-rolled steel price has not budged, but looks unlikely to fall further.

This summer's squeeze was enough to dent Nucor's latest quarterly earnings, leading to a fall in net income despite a 9 per cent increase in sales.

With the US economy seemingly poised for continued slow growth, there seems no prospect that profit margins will start climbing again, particularly given the batch of new minimills planning to start production soon.

Until earlier this year, Nucor was the only US minimill producing flat-rolled steel, a process it pioneered at the start of the decade. By using scrap and electric furnaces, rather than traditional blast furnaces, the company proved it was possible to produce the higher grades of steel at a lower cost than the big integrated steelmakers.

The first imitator, Gallatin Steel, began production this spring. At least five others will start up in the next three years, including Steel Dynamics, a company created by former Nucor managers, and Trico, a joint venture between LTV of the US, Sumitomo of Japan and British Steel. Nucor is building a third mill of its



own, in South Carolina, a move that will add 1.6m tons to its steel-making capacity in 1997.

Although it will be some years before all this extra capacity comes on line, the new competition has already been felt.

Aggressive pricing by Gallatin, intent on securing a market for its products, helped force Nucor to reduce prices earlier this year, says Mr Iverson.

Nucor now finds itself in the unaccustomed position of having to catch up with other mills technologically. Gallatin, for instance, is using a new type of electric furnace which Nucor plans to install in its new plant.

Meanwhile, Nucor's latest technological leap has run into problems. To cut its reliance on scrap, the company is pioneering the large-scale production of iron carbide, a substitute material, at a plant in Trinidad. The plant, at a cost of \$90m and rising, has been delayed by what Mr Iverson calls a "design mistake". But if

For now, Nucor exports only about 10 per cent of the tons or so of steel it produces. It has been too busy feeding domestic demand to concentrate on developing export markets, says Mr Iverson - although he says this will be a priority in future.

Also, he says, the company will attack new markets at home for products such as galvanised steel and fasteners. Nucor has just entered the stainless steel market, producing catalytic converters. It is also considering producing steel for car bodies, a higher quality material than it has so far had to produce. With ambitions like these, Nucor is betting that it can repeat its success of the early 1990s.

Iron carbide produced in Trinidad will provide the raw material for a new technology that could eventually give Nucor an edge over other producers. The company plans to test a revolutionary process in which steel is produced in a sealed unit, without the need for any heat.

It is, stresses Iverson, only a feasibility study - and one which has been stalled by the delay in iron carbide production.

For now, Nucor is counting on other factors to retain its cost advantage. These include a unionised workforce whose compensation is based heavily on profit-related incentive payments, and a heavily decentralised culture. Nucor's greater experience could also give it an advantage as new competitors wrestle with an unfamiliar technology.

## Sprint to take \$705m charge

Sprint, the US long-distance carrier, will take one-time charges of up to \$705m in the fourth quarter to eliminate 1,800 jobs over two years and to adopt new accounting methods for its local telecommunications division, Reuters reports from Kansas City.

The after-tax charges will result in a net loss for the period, but will not have an adverse impact on Sprint's operations or dividend policies, the company said.

sizeable exposure to railway stocks. CN earlier this week

increased the price range for the shares from C\$22.50-C\$25.50 to C\$25.50-C\$27.50, reflecting strong demand and a recent rally in US rail shares.

CN is one of Canada's two national rail operators, with 1994 revenues of C\$4.3bn and 18,000 miles of track. The other operator, Canadian Pacific, has for many years been a widely owned public company.

Although CN remains subject to numerous regulatory constraints, it has undergone an extensive shake-up in the past three years in preparation for privatisation. The workforce has been cut by almost a third, seven out of eight top managers have been replaced and debt has been restricted.

The success of the issue has caused some friction in the underwriting group, which is led by Nesbitt Burns and ScotiaMcLeod of Toronto, and Goldman Sachs, the US investment bank.

CN is the first Canadian privatisation without a ceiling on foreign ownership. The foreign underwriting group had initially hoped for a larger allocation of shares.

However, Canadian securities dealers have succeeded in generating strong demand among their clients.

One underwriter predicted that many Canadian investors would take advantage of a small premium in early trading to lighten their holdings, but that these shares would be snapped up by longer-term US investors.

# VW forecasts profits boost from S America operations

By Haig Simonian in São Paulo

Volkswagen, the German automotive group, expects its South American operations to contribute substantially to its return to profitability this year.

The forecast comes despite difficulties in Brazil, VW's second biggest market after Germany, where swinging import tariffs and a credit squeeze have shifted demand towards smaller, cheaper vehicles in the second half of this year.

Mr José Ignacio Lopez, VW board member for South America, said VW could retain its 40 per cent share of Brazilian car sales, which amounted to almost 1.6m units last year, despite more difficult trading conditions, recent investments announced by Fiat and other local competitors, and the arrival of newcomers such as Renault and Hyundai.

"It is not easy, but it is possible and we will fight for this," he said.

VW will be helped by its decision to build 100,000 units a year of the Polo Classic notchback model at a restructured plant in Argentina.

plant in Argentina. The new car, which is a rebadged Corolla from VW's Spanish Seat subsidiary, has just gone on sale in Europe and should begin production in Argentina next May.

Most parts for the new model, which will replace the

VW will be helped by its decision to build 100,000 units a year of the Polo Classic notchback model at a restructured plant in Argentina.

model, which will replace the

recently produced 1,000 Polos a day. The new model should reinforce VW's South American earnings in 1996.

Despite the Brazilian downturn, the group's Brazilian and Argentine subsidiaries expect to make pre-tax profits of between DM650m and DM620m (451m-458m) this year, making it one of the group's most profitable operations.

Turnover in cars should reach DM5bn, with trucks and buses contributing a further DM1bn each.

High profits in Brazil have lifted earnings at a number of European car manufacturers operating locally, notably Fiat. Demand for cars is expected to rise to between 1.5m and 2.4m units by 2000.

However, VW has the widest range of cars in the region, while its bus and truck operations have gained substantial market share.

Mr Lopez said the company might broaden its truck range, which extends to a 35-tonne vehicle, to 60 tonnes in future, bringing it into direct competition with established marques such as Mercedes-Benz and Scania.

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## COMPANY NEWS: UK

Job losses and shake-up underline international industry slowdown

## BICC takes £80m charge

By Tim Burt

BICC, the world's second largest cables manufacturer, yesterday underlined the slowdown in the international cables industry by announcing an £80m rationalisation programme and warning of job losses.

The company, which owns Balfour Beatty - the UK civil engineering and construction group, said increased raw material prices and sluggish demand for low-voltage cables would dent profits this year and force it to sell or close

plants, particularly overseas.

Its warning follows gloomy forecasts from other cable manufacturers, such as Alcatel Alsthom, the French telecoms, transport and engineering group.

Shares in BICC meanwhile, fell 5p to 235p after it said that its housing and construction-related cable businesses had been hit by a downturn in Australia, North America and some European countries, mainly Germany.

The company, which employs 45,000 people around the world, said it planned to

close its Schenck cables factory in Germany, but refused to name the other plants likely to be affected or quantify the possible job losses.

"We're going to have a major drive on productivity and that means taking people out," said Mr Alan Jones, chief executive.

Mr Jones, who was appointed in April after being recruited from GKN, the engineering group, warned that Britain's dormant construction market had also put margin pressure on Balfour Beatty.

Profits this year will be hit not only by the £80m rational-

isation charge, but could be further undermined by a £44m goodwill write-off on the sale of BICC's housebuilding business.

BICC announced plans to divest the housebuilding business in August, when it reported a 5 per cent fall in first-half pre-tax profits to 95m.

Analysts yesterday downgraded profits forecasts for this year from £185m to £160m before exceptional items.

After goodwill write-offs and rationalisation costs, they warned that BICC could report a pre-tax loss of up to £15m.

## Warm weather threat to British Gas's full year

By Peggy Hollinger

British Gas yesterday warned that full-year profits were under threat from unseasonably warm weather in the UK.

Announcing the traditional third-quarter loss, when demand for natural gas is at its lowest, Mr Roy Gardner, financial director, said warm weather last year cost British Gas some £250m (£305m) in operating profits. This year, he said, "looks potentially worse than that".

While he reiterated the group's commitment to maintain this year's dividend at 14.5p, Mr Gardner said the group would have to examine its policy next year if the situation worsened.

The warning shaved 4p off the company's shares which closed at 241.5p and highlighted the pressures that British Gas faces as the UK market is opened to competition. Earnings are suffering as its market share declines and the company faces a potentially severe price review in its pipeline division, TransCo, which accounts for most of its earnings.

It is also locked into

long-term "take or pay" contracts to buy certain amounts of gas each year at levels believed to be more than twice the market price.

These issues cast a cloud over better-than-expected third-quarter results. Although net losses for the three months to September 30深ened from £149m to £151m on a historic cost basis, the increase was fuelled by an expected £35m write-down on the £220m value of gas purchased through the take or pay contracts but not used. Turnover fell from £1.3bn to £1.1bn. The loss per share rose from 3.4p to 4.1p.

Stripping out the exceptional charge, net losses improved after cost-cutting in the gas supply business.

Profits for the nine months fell from £515m to £454m, on turnover down from £7.05bn to £5.92bn.

Mr Gardner expected no quick solutions to the take or pay contract problems. However, if the contracts could not be renegotiated, British Gas would have to consider further write-downs.

Mr Gardner said the company's restructuring was ahead of schedule. Lex, Page 18

## LEX COMMENT

## Wimpey/Tarmac

The instinctive reaction to George Wimpey's agreement to swap its contracting and quarries businesses for Tarmac's house building division is that both companies cannot have got it right. In fact, they are playing to their traditional strengths - Wimpey in housing and Tarmac in contracting and aggregates. Furthermore, the deal gets them both out of an impasse, since they were unable to generate enough cash to finance all their businesses adequately. Still, the balance is tipped in Wimpey's favour. It gains around £20m more in earnings that Tarmac, which will have to cut costs to enhance its earnings. This should not be difficult: indeed there is more scope for rationalisation of contracting than of housebuilding. But immediate and certain benefits are

UK construction Share prices relative to the FT-SE-A All-Share Index

Source: FT Data

furthermore, the prospects for the UK housing market, as disposable income rises, are rather better than for the construction industry. Facing cuts in the UK road-building programme, Tarmac is placing its faith in the government's private finance initiative. PFI may yet turn out to be the salvation of the industry, but submitting bids is proving expensive and it is still unclear how profitable such projects will be.

Claims that the Wimpey/Tarmac asset swap heralds the long-term rationalisation of the construction industry are probably exaggerated. The deal may reduce the number of bidders for projects, but it will not dent over-capacity. There is little sign that the industry's negligible margins are set to improve.

Lex, Page 18

DIGEST

## NationsBank plans bid for Gartmore

NationsBank, the US's fourth largest bank, is seeking a partner to make a joint bid for UK fund manager Gartmore. NationsBank's joint venture partner.

Gartmore's shares closed unchanged at 284p, valuing the ordinary equity at £572m. The historic p/e is about 25 and the dividend yield 2.4 per cent.

In September Banque Indosuez said it would seek a buyer for its 75 per cent stake in Gartmore. The remaining 25 per cent is publicly held. It is understood there are four other serious bidders for the stake.

Norma Cohen and Alison Smith

## Unigate to sell Nutricia stake

Unigate, the UK foods and distribution group, yesterday put up for sale its 29 per cent stake in Nutricia, the Netherlands baby-food group. It is hoping to get more than £200m (£474m) for the stake, which will be sold via a global book-building exercise through SEC Warburg and ABN Amro Hoare Govett. At present share prices, the holding is worth about £225m. At March 31 the investment was carried in the balance sheet at £78.1m.

Unigate announced its intention to sell the stake as it unveiled a 12.5 per cent rise in interim pre-tax profits to £90.4m and an increase in the interim dividend to 6.65p.

David Blackwell and Antonio Sharpe

## Eurotunnel revenues

Eurotunnel, the Anglo-French operator of the Channel tunnel, increased revenues to £21.3m (£128m) from ticket and duty free sales in the third quarter of 1995 from £21.5m in the second quarter. The figure took revenues in the first nine months of the year to £165.6m. There was a further £24.7m from the British, French and Belgian railways under the minimum usage contract, which guarantees a certain level of payment.

Charles Batchelor

## Century Inns renews float plan

Century Inns yesterday revealed that the cost of dropping its flotation in February had knocked £1m off last year's profits.

The north-east of England pub operator is making a second, slightly less ambitious attempt to join the full list. It is aiming for a valuation of about £35m (£87m), £5m less than at the flotation. New money will also be slightly less, at £20m.

The money will be raised through a placing coupled with a clawback to meet demand from retail investors. Broker to the issue is UBS, and N.M. Rothschild is sponsor. Wise Speke is the sponsored intermediary.

The preliminary prospectus shows that pre-tax profits for the year to the end of September were £4.9m, including the failed flotation costs and £2.86m of interest payable.

David Blackwell

## Tom Cobleigh priced at 150p

Tom Cobleigh, the independent pub group, yesterday finalised its flotation, pricing the shares at 150p. At this price the chain, which makes 90 per cent of sales through its 46 managed houses, would have a market value of £59.8m (£85m). About 15.4m shares from a total of 38.8m are being placed by Hoare Govett, broker to the issue, mainly with UK institutions. The placing, sponsored by Samuel Montagu, will raise £23.1m of new money, ahead of original expectations.

The prospectus shows that in the six months to September 30 pre-tax profits were £1.04m on sales of £9.3m.

David Blackwell

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John Lewis

## COMMODITIES AND AGRICULTURE

## Health-conscious Americans take bite out of gold market

By Kenneth Gooding, Mining Correspondent

US investors might be bored by gold but a growing band of health freaks in America are using the metal to have their teeth filled.

Some people are even claiming that their sexual potency and memory have improved after amalgam fillings have been replaced with gold, said Ms Helen Junc, director of gold economics service at the World Gold Council, yesterday.

She stressed the council was not making these claims but added: "You can understand that some people would be worried about what they are carrying around in their mouths and prefer to have 'pure' gold in their teeth".

The council, a promotional organisation financed by some big gold mining groups, reported yesterday that the use of dental gold in the US

jumped by 18 per cent in the first nine months of this year compared with 1994 to 9.2 tonnes (285,817 troy ounces).

The American Dental Association, after completing several research projects, insisted that amalgam fillings were not a health hazard and said only 2 per cent of US dentists did not use the material. Ms Teri Schmidt, editor of the US Dental Products Report, acknowledged there was increased interest in gold fillings but insisted it was very unusual for anyone to have amalgam removed and replaced. Those wanting another material usually opted for a tooth-coloured resin, more expensive than amalgam but much less costly than gold.

Gold had its adherents because "it is tried and true and wears like natural teeth," she said.

According to the Gold Fields Mineral Services consultancy

organisation, gold use in dentistry world-wide last year increased only marginally, from 53.4 to 64 tonnes.

Nevertheless, in some countries there had been a big shift to dental alloys with a high gold content. For example, in Germany an increasing number of patients are opting for gold, despite its higher price, because they rightly or wrongly perceive it to be far more bio-compatible than any of the alternatives.

Meanwhile, in its Gold Demand Trends quarterly publication yesterday, the Gold Council reported that the amount of gold consumed in the markets it monitors - representing 75 per cent of total global demand - increased by 16 per cent to 2,043 tonnes in the first nine months of this year. That ensured that gold demand in many countries would reach record levels in 1995.

## Slackening demand hits pulp prices

By Bernard Simon in Toronto

Wood pulp prices are under pressure amid softening demand for paper in many parts of the world and a flood of supplies from Russia and Indonesia.

Producers of northern bleached softwood kraft pulp (NSKP), the industry's benchmark product, have so far managed to maintain a price of US\$398-\$1,000 a tonne, which they implemented on Oct 1, but aggressive discounting has begun in several other grades.

According to one Vancouver-based trader, the entire market is "in a very sensitive situation" with prospects hingeing largely on demand for paper in the first quarter of 1996.

Prices of some hardwood grades have tumbled below \$700 a tonne in recent weeks, from list prices of around \$875. Several eucalyptus mills in Spain, Portugal and South America have been closed in an effort to bring down stocks.

Producers of southern bleached softwood kraft have also rolled back recent price increases from \$970 to about \$890.

Several North American mills have announced cutbacks.

For instance, Harmac Pacific, a large Canadian producer, plans to shut a British Columbia softwood pulp mill for two weeks over Christmas to reduce stocks.

The old idea that electricity

## Brazil's aluminium boom stalls

The optimism of the early 1980s has faded, writes Angus Foster

At Latin America's biggest private sector aluminium refining and smelting project, operations manager Mr Edison Daniel da Silva points to a plot of land the size of several football pitches. It is the last plot left to expand capacity at the giant Alumar plant in northern Brazil, already responsible for about a third of the country's 1.2m tonnes of annual primary aluminium production. "With the present equipment, we can't go much further," he says. "What we could do is extend line 3, which would add another 65,000 tonnes."

But uncertainty about the world market and the plant's electricity supply are delaying any decision and Alumar's owners have no plans to make the investment. Brazil's aluminium industry has become equally circumspect. The forced optimism of the early 1980s, when projects like Alumar were built and financed, has been replaced by a more cautious attitude.

"I don't think you will see a lot of smelter building any more," says Mr Fausto Penna Moreira Filho, president of Alcoa Aluminio, the Latin American arm of Alcoa of US, which is also the main shareholder in Alumar.

The old idea that electricity was cheap is no longer true. You may see some incremental smelter expansions, but you won't see any green field sites being built."

The new realism was born of more than a decade of disappointment as Brazil's economy refused to grow during the 1980s. Investments in the aluminium industry, which more than tripled output between 1978 and 1985, had assumed the economy would continue to grow at 7 per cent or more. Instead, per capita GDP actually fell during the 1980s.

With growth under way again since 1988 and inflation apparently under control, confidence is returning. Aluminium consumption rose 19 per cent last year and is forecast to grow another 9 per cent this

year to 510,000 tonnes, Abal, the industry association says.

Mr Luis Carlos Loureiro Filho, co-ordinator of the association's economic commission, says cans and artefacts like kitchen pans have been star performers. With lower inflation, poorer consumers started buying canned beverages and household goods as their real incomes rose sharply.

One comparison industry members like to repeat shows the average Brazilian consumer tanning a can a year, compared with 360 in the US. Three can-makers, including Crown, Cork & Seal and American National Can, have announced they will start production in Brazil, suggesting this sector is set for continued growth.

Despite such apparent good news, not one of the country's six producers of primary aluminium is planning to lift capacity, which has scarcely

increased since 1990. With world stocks of the metal still high by historical standards,



Alcoa makes flat rolled products, foil and sheet at its Itapissuma plant in the State of Pernambuco

## Bigger crops in central and eastern Europe 'pose problems for EU'

By Alison Maitland

An upturn in grain production in central and eastern Europe poses a growing problem for the European Union, according to Dalgety, the UK animal feed company.

Eastern European countries have been net importers until recently, and this is still true for many countries of the former Soviet Union, it says in a CropPlan report.

But now several of them have become net exporters, competing in some of the EU's traditional markets and posing difficult questions over their accession to the EU.

Poland's harvest this year is estimated at 25m tonnes, an increase of 15 per cent on last year and the highest harvest for four years, says the report.

Romania, which is the region's second biggest cereal producer, is expected to pro-

duce 20m tonnes of grain, up 5m tonnes on last year, due to a fourth successive year of higher yields.

The Hungarian crop has been revised down to 10.4m tonnes, lower than last year's 11.1m tonnes, because of farmers' failure to apply herbicides on time. But it is still well up on the 1993 crop of just over 6m tonnes.

As a result, says Dalgety, the central and east European (CEEC) countries are expected to export 5m to 6m tonnes of grain this year - a figure the European Commission recently predicted would be reached by the year 2000.

"This turnaround is due to ever increasing yields and a significant reduction in internal usage predominantly owing to a reduction in animal numbers," says the report.

The main beneficiary is likely to be the Commonwealth of Independent States, particularly Russia, which has suffered its worst harvest for 30 years.

But grain demand in the former Soviet Union has dropped dramatically from over 22m tonnes in the late 1980s to about 18m tonnes this year, because of the reduction in livestock numbers.

"This, coupled with the CECB switching into being net exporters, must give us some cause for concern," says Dalgety. "There is clearly a long-term risk, particularly if the CIS gets back to harvesting well over 200m tonnes as it used to do regularly in the last decade."

The CECB surplus could exceed 25m tonnes by 2000, it says. However, it stresses that this assumes consumption in the region remains unchanged. In practice, it is likely to rise as economies strengthen.

Until last summer, pulp was among the strongest performing commodities during the current business upturn. Alcoa prices have soared from \$390 to \$1,000 in less than two years.

With growth under way again since 1988 and inflation apparently under control, confidence is returning. Aluminium consumption has doubled since 1985 to US\$34.39 per MegaWatt Hour. Building more giant hydro-electric dams in the Amazon, like the Tucuruí dam, which supplies Alumar, would now be difficult to finance because of environmental concerns.

According to Mr Loureiro

Total daily turnover 40,386

Total daily turnover 2,521

■ LEAD (\$ per tonne)

Closes 676.7 673.4

Previous 684.6 682.3

High/low 679 679/672

AM Official 678.5-6.5 678.5-6.5

Kerb close 676.7 676.7

Open int. 3,455 3,455

Total daily turnover 5,726

■ NICKEL (\$ per tonne)

Closes 8225-45 8355-60

Previous 8480-60 8570-75

High/low 8540 8570/8540

AM Official 8340-45 8450-60

Kerb close 8285-90 8285-90

Open int. 42,921 42,921

Total daily turnover 14,848

■ TIN (\$ per tonne)

Closes 6275-85 6315-20

Previous 6360-80 6390-400

High/low 6290 6370/6290

AM Official 6290-65 6340-45

Kerb close 6320-30 6320-30

Open int. 17,652 17,652

Total daily turnover 7,003

■ ZINC, special high grade (\$ per tonne)

Closes 1003.5-45 1027.3

Previous 1003.5-45 1023.6

High/low 1011.0-10.5 1059/1028

AM Official 1010.5-11.0 1034-5

Kerb close 1029-31 1029-31

Open int. 84,898 84,898

Total daily turnover 14,593

■ COPPER, grade A (\$ per tonne)

Closes 2955-60 2785-6

Previous 3018-23 2787-6

High/low 2975 2784/2974

AM Official 2978-80 2742-74

Kerb close 2747-48 2747-48

Open int. 101,007

Total daily turnover 14,593

■ LME AM Official/EU rates 1,5603

LME Closing EU rate 1,5600

Spec 1,5581 3 mths: 1,5549 6 mths: 1,5515 9 mths: 1,5477

■ HIGH GRADE COPPER (COMEX)

Closes 3,600-120 3,595-120

Previous 3,605-120 3,600-120

High/low 3,600-120 3,600-120

AM Official 3,600-120 3,600-120

Kerb close 3,600-120 3,600-120

Open int. 1,201 1,201

Total 8,423 8,407

■ PRECIOUS METALS

LONDON BULLION MARKET

(Prices from Amalgamated Metal Trading)

■ ALUMINUM, 99.7 PURITY (\$ per tonne)

Closes 3,605.8 3,605.8

Previous 3,605.7 3,605.4

High/low 3,605.5 3,605.3

AM Official 3,605.5 3,605.2

Kerb close 3,605.5 3,605.5

Open int. 3,605.5 3,605.5

Total daily turnover 40,386

■ GOLD (\$ per tonne)

Closes 385.70-395.10 387.00

Previous 385.50-395.40 387.00

High/low 385.50-395.40 387.00

AM Official 385.50-395.40 387.00

Kerb close 385.50-395.40 387.00

Open int. 385.50-395.40 387.00

Total 385.50-395.40 387.00

■ SILVER (\$ per tonne)

Closes 385.

## INTERNATIONAL CAPITAL MARKETS

## French deficit news lifts European sector

By Richard Lapper in London and Lisa Bransden in New York

Positive news on the French fiscal deficit combined with fundamentals pointing to lower growth and waning inflationary pressure buoyed the European bond markets yesterday.

The German and UK markets rose strongly in morning trading before losing some ground in the afternoon due to a combination of profit-taking and disappointing inflation statistics in the US.

The dollar stabilised, but its weakness in Asia overnight contributed to underperformance by high-yielding bonds, with the 10-year yield bonds, with the 10-year yield of 6.55 points, down 3 basis points to 5.55 points.

French bonds responded positively to news of the govern-

ment's plans to reduce its social security deficit. Prime Minister Alain Juppé said the deficit would fall to FF17bn in 1996. On Matif the 10-year December future gained more than half a point, while the three-month T-boro contract closed up 0.10 at 94.17, continuing its strong recent advance.

German bond prices rose strongly after a cut in the securities repurchase rate fanned expectations of a reduction in interest rates. The repo rate cut of two basis points was in line with expectations, taking it down to 3.38 per cent.

Mr Graham McDevitt bond strategist with Banque Paribas, said the change in the headline number from four to three had an important "psychological" impact on the markets.

There are hopes in some

quarters that the discount rate could be reduced when the Bundesbank's council meets today. "While the market call is for no change in official rates, we are definitely entering the 'amber alert' zone now for an early German rate cut," said Mr David Brown at Bear

Stearns. "We tend to put the chances of a 25 basis point discount rate cut at 50/50 tomorrow, as all the pre-conditions are pointing to lower rates."

Fresh economic data in the UK provided further evidence that the economy is slowing and helped gilts continue their rally.

On Liffe, the December long gilt contract surged to a high

of 108.3, before falling back in the afternoon, partially as a result of sterling weakness. It closed at 107.4, down 1.4.

US Treasury prices were flat in early afternoon trading as traders took to the lines amid mixed economic news and uncertainty regarding the passage of a budget package.

Next midday, the benchmark 30-year Treasury was unchanged at 107.6, up 0.28 per cent and the two-year note was also unchanged at 100.4, yielding 5.43 per cent.

In Washington, skirmishing continued between Congress and the administration over a deficit-reducing budget package, although the Treasury Department took action that allowed it to make yesterday's \$25bn interest payment.

Mr Robert Rubin, Treasury Secretary, said his actions to

circumvent the debt ceiling should allow the Treasury to continue making payments until at least late December.

The Federal Reserve's Open Market Committee was meeting yesterday but few on Wall Street believed there would be a rate cut before Congress and the president agreed to a deficit-cutting package.

Economic data released yesterday supported the belief that the economy has slowed, with industrial production of 0.3 per cent in October after September's 0.1 per cent increase. Capacity utilisation slipped to 83.8 in October from 84.1 in September.

However, the Consumer Price Index rose 0.3 per cent in October – both with and without the volatile food and energy components – slightly more than the mean forecast of a 0.2 per cent rise.

## Mercury One-2-One sets cellular phone benchmark

By Alan Cane and Antonia Sharpe

Mercury One-2-One, the mobile phone company owned by Cable & Wireless and US West, has completed a \$200m syndicated loan which was 30 per cent oversubscribed, arranged by Paribas and HSBC.

Most of the cash will be used to pay back the equipment manufacturers, Ericsson and Nortel, which helped fund the launch.

## SYNDICATED LOANS

The remainder will be used to complete expansion of the network to 90 per cent of total population coverage within two years. Mr Goswell said he expected the company to generate sufficient cash by then to complete the network without recourse to further debt finance.

Mr Richard Goswell, managing director of One-2-One, said it was a substantial vote of confidence in the mobile phone business and a benchmark for future lending to cellular phone companies.

Despite the increase, all banks will have their participations scaled back. The facility is now closed and will be signed in mid-December.

• Export Credit Bank of Turkey is seeking to raise \$150m by way of a two-year syndicated loan guaranteed by the republic. The loan, which carries a margin of 125 basis points over Libor, has been fully underwritten by ABN Amro, Citibank, Dai-ichi Kangyo, Sabanci, Sakura and Sazawa. Participation fees range up to 80 basis points.

• ANZ has arranged what it says is the first export-finance deal in Vietnam from the US since the normalisation of diplomatic relations between the two countries.

The \$12m seven-year package will enable the state-owned Vietnam Waterway Construction Corporation to purchase two dredges and spare parts from Elliott Machine Corporation International of Baltimore. The loan was not widely syndicated and pricing was not disclosed.

## Colombia to extend investor base in D-Marks

By Conner Middelmann

Bond investors are turning their attention to the forthcoming D-Mark debut of the Republic of Colombia, a DM200m five-year bond issue.

After issuing Yankee and Samurai bonds and one dollar eurobond, Colombia has chosen to tap the D-Mark sector to

INTERNATIONAL BONDS

further extend its investor base, Mr Clemente del Valle, director-general of public credit at the Colombian Ministry of Finance, said yesterday. He said Colombia plans to raise between \$300m and \$900m on the international debt markets next year.

Although Colombia's President Ernesto Samper remains under investigation over allegations that he knowingly accepted contributions from the Cali drug cartel during

last year's elections, Mr del Valle said institutional investors were more likely to focus on Colombia's positive economic fundamentals and its investment-grade credit rating.

The bonds are expected to be launched early next week, and dealers are talking of a spread of between 160 and 170 basis points over the interpolated yield curve. Deutsche Morgan Gladfield and SBC Warburg are joint leads.

SNCF, the French national railway, yesterday issued \$250m of three-year bonds via RMB Capital Markets, CS First Boston and DKB. Yielding five basis points over Treasuries, some dealers felt the deal was tightly priced.

However, the lead managers reported good demand from Swiss investors, who are still keen on short-dated dollar bonds – especially ahead of some \$10bn of dollar bond redemptions in December.

In the nascent Czech koruna sector, Deutsche Bank Finance

raised K1bn of 10.5 per cent three-year bonds via DMG, targeted mainly at German retail investors on the substantial yield pick-up over bonds.

Tuesday's 2.25% 10-year issue for Telestra ran into trouble amid media reports of financial crisis at the state-

owned Australian telecommunications company, based on a leaked internal memo.

Lead manager J.P. Morgan offered to buy bonds from investors and members in the syndicate group at cost, although it did not report heavy flow-back.

"J.P. Morgan acted very honourably – this sort of thing is a syndicate manager's nightmare," said a dealer at another bank. Telstra claimed the news reports had "sensationalised" what was a normal budgetary review to ensure that 1995-96 commitments were met.

from the listing in Hong Kong of New World Infrastructure, the Hong Kong property, hotels and infrastructure conglomerate, is expected to announce tomorrow that it has raised more than US\$200m from private investors for its mass housing projects in China.

The recapitalisation of NW China Homeowner Development, which has projects in four large Chinese cities, comprises the largest part of the group's restructuring.

Since the beginning of last month, New World has raised US\$200m from the listing in New York of Renaissance Hotel Group, and US\$300m

It has agreements to construct mass housing in Wuhan, Shenyang, Huizhou, and Tianjin. The project in Wuhan – the most advanced – comprises 4m sq m of housing, retail and commercial space and has a six to seven-year construction life. The development will house up to 57,000 families.

The company claims the development will provide investors with an after-tax return of 25 per cent. It said the project served a social function in Wuhan, so many local taxes and imposts had been waived, thereby improving financial returns. Furthermore, the company has rights to develop retail and commercial space in the estate.

## Housing finance for New World

By Simon Holberton in Hong Kong

New World Development, the Hong Kong property, hotels and infrastructure conglomerate, is expected to announce tomorrow that it has raised more than US\$200m from private investors for its mass housing projects in China.

The recapitalisation of NW China Homeowner Development, which has projects in four large Chinese cities, comprises the largest part of the group's restructuring.

New World has raised US\$215m from mainly Hong Kong investors, but the Singapore government and Bank of China group have participated as well. The company will retain a 57 per cent interest in NW China Homeowner.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

	Red Coupon	Days	Price	Yield	Change	High	Low	Week ago	Month
Australia	7.05	07/05	92.800	8.62	-0.02	8.63	8.53		
Austria	6.975	05/05	100.7000	1.18	0.07	1.18	1.18		
Belgium	6.750	03/05	100.7000	1.20	+0.20	1.20	1.18		
Canada	6.750	03/05	100.4000	1.20	+0.20	1.20	1.18		
Denmark	7.000	12/04	98.0000	4.200	-0.20	7.02	7.00	6.95	
France	BTAN 04/00	10/05	105.2000	0.60	+0.20	6.17	6.27	6.07	
CAT	7.750	10/05	105.2000	0.60	+0.20	6.98	7.07	6.95	
Germany	8.500	10/05	101.3000	0.140	+0.10	8.50	8.38	8.50	
Iceland	8.750	10/05	100.2000	0.140	+0.10	8.75	8.60	8.75	
Italy	8.500	05/05	95.2000	4.200	-0.20	11.22	11.32	11.53	
Japan	No 129	6.400	03/00	120.3500	-0.355	1.41	1.51	1.60	
No 174	4.600	09/00	113.4200	-0.279	2.72	2.72	2.73	2.73	
Netherlands	7.000	05/05	104.6000	0.300	+0.20	8.20	8.40	8.55	
Portugal	11.000	05/05	102.0000	0.400	+0.20	11.00	11.25	11.25	
Spain	12.150	05/05	102.0000	0.400	+0.20	12.15	12.25	12.40	
Sweden	6.000	02/05	80.8000	-1.050	9.19	9.12	9.48		
UK Gilt	8.500	12/00	103.12	-0.25	2.92	7.78	7.78	7.78	
US Treasury	9.000	10/05	108.18	+0.502	7.93	8.11	8.17		
9.675	8.675	05/05	107.29	-0.45	8.20	8.20	8.20		
EU (French Gov)	7.500	04/05	100.4900	-0.240	7.42	7.42	7.49	7.57	
London closes: New York mid-day									
France including withholding tax (3.5% per cent payable by nonresidents)									
Pence US, UK in £, others in \$m									

Source: MMS International

## BOND FUTURES OPTIONS (LIFFE) DM250,000 points of 100%

Strike	Open	Sett. price	Change	High	Low	Est. vol.	Open Int.
107.50	103.18	103.18	-0.15	103.55	103.07	4,787	41,161
108.00	102.85	102.85	-0.16	103.14	102.65	4,422	2,480
108.50	102.65	102.65	-0.17	102.92	102.35	4,280	1,971

First term, non-callable unless stated. Yield quoted (over relevant government bond) at launch supplied by lead manager. \*Unlisted. † Floating-rate notes. #Coupon and spread. P: price; R: fixed or offer price; F: forward at offer level. E: 6m in A\$ or 8.55% in DM. I: 6m in

Source: LIFFE

## FT-ACTUARIES FIXED INTEREST INDICES

Price Indices	Wed	Day's	Tue	Accrued	ad adj.
UK Gilt	100	100	100</td		

## CURRENCIES AND MONEY

## MARKETS REPORT

## Politics and rumours drive sterling to new low

By Philip Gash

The heady brew of a soggy dollar, political rumour, the upcoming budget and weak economic data was yesterday sufficient to drive the pound to a new low on a trade-weighted basis.

The pound has been dragged lower recently by the weaker dollar, but the catalyst for the further fall was the release of economic data which left traders thinking that the UK economy may, in the weeks ahead, face both a stimulatory budget and a cut in interest rates.

Aggravating matters was a rumour, later shown to be wrong, that another Tory MP would be defecting to the Labour party, further crimping the government's already small majority.

Sterling hit a new record low of \$2.5 on a trade weighted basis. The previous low of \$2.7 was reached on May 9. It is also come within a whisker of its historic low at the point of

D-Mark, finishing in London at DM2.1847, from DM2.2123. The historic low of DM2.1755 was also reached on May 9. Against the dollar it finished at \$1.5579, from \$1.5564.

The dollar had lost ground overnight during Asian trading, but it was fairly stable in Europe, finishing at DM1.4024, from DM1.4145, and at Y101.035, from Y101.54. The continued budget impasse has weighed down on the currency, but the diminished likelihood of a debt default appeared to curb any instinct to sell the dollar aggressively.

In Europe, the French franc finished marginally weaker against the D-Mark after the government announced it was imposing a new 0.5 per cent tax on income to repay well-

owed debt.

■ Sterling's descent to a historic low has been more by default than through aggressive selling. While traders reported that some US hedge funds had been selling the pound in recent days, the main explanation for why it languishes at current levels lies in the continued inability of the dollar to rally.

Mr Kit Juckles, currency strategist at NatWest Markets, said that "the weakness of sterling against the D-Mark is in no small part due to the schoolyard games the US authorities are playing over the budget."

The pound will remain vulnerable in the run-up to the budget on November 28, but it has so far been calm. Indeed, with the dollar having been effectively grid-locked for the past two months, foreign exchange values have been fairly low, and sterling's fall needs to be seen against this backdrop of fairly thin trade.

■ Sterling's fall would probably appear exaggerated. Mr Ian Harnett, UK group chief economist at Societe Generale in London, said: "The chancellor can provide a fiscal relaxation in the budget, or cut interest rates. He is probably not in a position to do both."

He said markets were concerned that an over-stimulation of the economy would cause a deterioration in the trade deficit. "The currency market is telling us that interest rates have to be on hold."

■ The Bank of England provided \$862m assistance towards clearing a 1900m money market shortage. Three month LIBOR was unchanged at 6.75 per cent.

Future contracts rallied initially on the expectation of a cut in interest rates, but these gains were progressively given back over the day, with sterling's weakness seen as a countervailing factor.

Mr Juckles predicted that if tax cuts were financed through a credible cut in government spending, and the budget was seen to be fiscally neutral, ster-

ling investors remain,

for the most part on the side-lines.

The difference between sterling's current performance and earlier sterling "crises" can be seen in the interest rate markets. A sterling crisis is normally accompanied by market expectations of interest rates rising to defend the pound.

At the moment, however, the short sterling interest rate futures markets is actually pricing in a cut in interest rates, with three month money expected to trade around 6.37 per cent in June next year, compared to the current base rate of 6.75 per cent.

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Futures contracts rallied initially on the expectation of a cut in interest rates, but these gains were progressively given back over the day, with ster-

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	Nov 15	Nov 14	Nov 13	1985		
				High	Low	
Argentina						
Glass (191.277)	12360.98	12366.20	12361.10	27	1231.08	93
Australia						
All Ordinaries (11150)	2110.3	2124.6	2122.9	2165.00	1879	1823.30 82
All Mining (11480)	976.9	981.9	985.4	1023.30	778	785.30 82
Belgium						
Credit Abcoude (3012.54)	330.07	334.07	334.94	335.42	27	322.58 27/10
Yield Index (21371)	902.18	907.28	912.53	1059.31	27	882.15 23/10
Belgium						
ESG 20 (11591)	1446.64	1452.46	1452.24	1481.38	28	1271.53 93
Brazil						
Bovespa (23172.03)	163	1797.0	1787.0	16812.00	199	1631.80 89
Canada						
Markets (411955)	100	4961.22	4995.30	5022.77	2148	3808.93 123
Composite-4 (1955)	101	4571.20	4582.70	4710.30	1277	3591.41 3071
Portfolio 55 (417451)	104	2224.15	2236.65	2267.21	1277	1953.36 3071
Chile						
ESPA Cons (211232)	101	5561.9	5534.3	5638.10	1177	4676.90 93
Denmark						
Copenhagen (231323)	354.57	356.58	356.64	375.44	258	330.01 293
Finland						
HDI General (2311030)	1871.96	1871.59	1920.83	2332.22	149	1555.30 293
France						
SFZ 250 (31127290)	1203.71	1216.27	1215.67	1322.30	135	1154.41 133
CAC 40 (3111231)	1573.18	1538.21	1638.24	2077.27	125	1721.14 23/10
Germany						
FAZ Aktien (3112341)	754.88	758.49	783.55	846.76	199	708.87 303
Commerzbank (3112353)	2311.50	2320.10	2372.40	2427.80	199	2018.70 303
DAX (3111231)	2186.17	2197.28	2175.28	2371.01	159	1910.96 263
Greece						
Athens SE (3112301)	358.23	363.84	368.73	882.69	48	787.15 163
Hong Kong						
Hong Kong (3117461)	9451.41	9487.37	9355.22	10032.93	17710	8867.93 23/1
India						
SEI Sense (1970)	3150.98	3136.79	3193.77	3632.09	271	3015.07 25
Indonesia						
Jakarta Composite (311362)	460.91	460.29	467.35	519.18	116	4142.1 194
Ireland						
ESG Composite (411989)	2177.02	2161.02	2154.72	2776.15	15/11	1813.59 23/1
Italy						
Borsa Italiana (311672)	561.95	567.24	566.24	600.54	102	555.08 23/10
MI General (211963)	280.0	286.0	294.0	3075.00	102	287.00 23/10
Japan						
TOPIX (311232)	1000.00	1000.00	1000.00	1000.00	10	9445.41 37

Nov 13	Nov 10	1995		Since compilation		
		High	Low	High	Low	
4572.90	4570.37	4572.90	4332.00	4572.90	4122	(7/23/92)
		(13/11)	(30/1)	(13/11/95)		
103.97	103.97	104.04	93.53	108.77	54.99	
		(16/10)	(3/1)	(18/10/95)	(7/1/91)	
1986.45	2005.40	2018.45	1473.19	2018.45	1232	(7/23/92)
		(5/11)	(3/1)	(5/11/95)		
213.85	214.87	218.08	163.03	226.48	10.50	
		(25/10)	(3/1)	(31/10/95)	(8/4/92)	
4800.75   Low 4800.29 (4821.25)   (Theoretical)						
Low 4801.70 (4847.51)   (Actual)						
592.30	592.72	592.36	458.11	592.36	4.40	
		(9/11)	(3/1)	(9/11/95)	(1/6/92)	
696.93	688.66	686.93	548.28	686.93	3.62	
		(13/11)	(3/1)	(13/11/95)	(2/1/92)	
59.50	59.94	61.39	41.64	61.39	8.84	
		(18/10)	(3/1)	(18/10/95)	(1/10/94)	
315.53	315.76	315.57	251.73	315.57	4.46	
		(9/11)	(3/1)	(9/11/95)	(2/5/92)	
530.43	531.00	533.68	433.12	533.68	29.31	
		(12/9)	(3/1)	(12/9/95)	(9/12/92)	
1058.46	1063.07	1067.46	743.58	1067.46	54.87	
		(13/8)	(3/1)	(13/8/95)	(31/10/92)	
Nov 10						
Old	2.39	2.41	2.48	2.78		
Nov 8	Nov 1	Oct 25	Year ago			
2.04	2.07	2.08	2.38			
18.23	17.90	17.95	20.93			
E STOCKS						
Close	Change	Nov 3	Oct 27	Year ago		
price	on day					
564	-5	2.41	2.48	2.78		
254	+4	2.41	2.48	2.78		
7%	-%	2.07	2.08	2.38		
11%	-3%	17.90	17.95	20.93		
61%	+2%					
65%	-6%					
28	+6%					
45%	+4%					
34%	+1%					
84%	-1%					
Latest	Change	Nov 14	Nov 13	Nov 10		
■ TRADING ACTIVITY						
● Volume (million)						
New York SE	353,833	282,352	287,352			
Amer	13,714	14,861	18,221			
NASDAQ	455,515	484,218	484,218			
NYSE						
Issues Traded	3,043	3,046	3,046			
Price	834	1,022	981			
Falls	1,334	1,234	1,224			
Uncchanged	773	790	810			
New Highs	85	113	116			
New Lows	48	48	48			
High	Low	Est. vol.	Open			

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**Stocks  
Traded**

Traded      Price

6.7m 261  
6.1m 301  
5.0m 1290

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

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## **NYSE COMPOSITE PRICES**

333 *Journal of Democracy* 3

**NASDAQ NATIONAL MARKET**

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*3:30 pm November 15*

1986													
High	Low	Stock	Mo	Yr	P	Si	Mo	Yr	P	Si	Mo	Yr	P
Mo	Yr	Si	Mo	Yr	Si	Mo	Yr	Si	Mo	Yr	Si	Mo	Yr
<b>Continued from previous page</b>													
25-1 102 Scand Corp	1.44	1.25	18	9.27	16.1	1	26	26.1	1	1	1	1	1
28 142 Scent	1.00	0.90	10	6.97	17.5	1	6.5	6.5	1	1	1	1	1
11-4 816 Schenck	0.76	0.41	16	6.5	6.5	1	6.5	6.5	1	1	1	1	1
104 374 Schenck	21	15.51	41.4	40.4	40.4	1	1	1	1	1	1	1	1
105 357 Schenck	1.10	2.1	20	5.93	5.56	1	5.56	5.56	1	1	1	1	1
106 350 Schenck	1.50	1.4	23	16.38	63.1	1	63.1	63.1	1	1	1	1	1
20 114 Schenck	0.16	0.17	21	16.27	33.4	1	33.4	33.4	1	1	1	1	1
205 115 Schenck	0.06	0.04	21	40.16	15.9	1	15.9	15.9	1	1	1	1	1
107 116 Schenck	0.10	0.10	10	21.2	16.5	1	16.5	16.5	1	1	1	1	1
304 232 Schenck	0.40	0.07	15	6.07	5.33	1	5.33	5.33	1	1	1	1	1
305 233 Schenck	0.57	0.14	15	7.19	37.9	1	37.9	37.9	1	1	1	1	1
11-5 192 Schenck	0.02	0.01	25	7.19	37.9	1	37.9	37.9	1	1	1	1	1
11-6 193 Schenck	0.16	0.15	11	10.5	10.5	1	10.5	10.5	1	1	1	1	1
104 145 Schenck 4500	1.45	0.92	21.00	15.7	15.7	1	15.7	15.7	1	1	1	1	1
301 234 Schenck	0.60	1.6	25	35.77	36.4	1	36.4	36.4	1	1	1	1	1
20 146 Schenck Ar	61	7.37	18.3	18.3	18.3	1	18.3	18.3	1	1	1	1	1
303 235 Schenck	0.02	0.02	10	16.01	16.01	1	16.01	16.01	1	1	1	1	1
104 147 Schenck 4500	1.15	1.15	6.5	18.1	18.1	1	18.1	18.1	1	1	1	1	1
12-5 10% Schenck Sol	0.84	0.9	80	12.4	12.5	1	12.5	12.5	1	1	1	1	1
20 100 Schenck	0.22	0.20	10	6.445	20.7	1	20.7	20.7	1	1	1	1	1
31-3 217 Schenck	0.60	1.9	3	47.1	62.2	1	62.2	62.2	1	1	1	1	1
20 234 Schenck	0.50	1.3	30	63.07	35.4	1	35.4	35.4	1	1	1	1	1
43-4 264 Schenck	0.44	1.6	24	36.34	42.4	1	42.4	42.4	1	1	1	1	1
205 211 Schenck	0.96	3.4	13	50	26.7	1	26.7	26.7	1	1	1	1	1
7-4 Schenck	10	12.43	5.5	5.5	5.5	1	5.5	5.5	1	1	1	1	1
57-2 225 Schenck	51	8.51	43.4	42.5	42.5	1	42.5	42.5	1	1	1	1	1
17-2 12 2nd Inst x	0.30	2.0	16	15.6	15.6	1	15.6	15.6	1	1	1	1	1
204 161 Schenck W	0.89	2.5	14	16.46	35.9	1	35.9	35.9	1	1	1	1	1
7-5 219 Schenck W	2.23	2.43	35	12.2	12.2	1	12.2	12.2	1	1	1	1	1
75-5 841 Schenck	2.88	4.0	17	36.2	72.6	1	72.6	72.6	1	1	1	1	1
302 212 Schenck	0.84	1.6	17	35.99	39.9	1	39.9	39.9	1	1	1	1	1
12-5 87% Schenck	1.13	16	9.5	6.5	6.5	1	6.5	6.5	1	1	1	1	1
203 121 Schenck	0.10	0.4	25	16.8	25.4	1	25.4	25.4	1	1	1	1	1
204 121 Schenck	1.12	4.9	11	16.5	23.2	1	23.2	23.2	1	1	1	1	1
81 515 Schenck	0.58	2.8	9	7.67	24.2	1	24.2	24.2	1	1	1	1	1
305 175 Schenck	0.58	2.8	25	89.19	35.2	1	35.2	35.2	1	1	1	1	1
11-5 312 Schenck	1.12	12.8	23	9.5	8.5	1	8.5	8.5	1	1	1	1	1
10-5 314 Schenck	0.16	0.16	35	50	4.4	1	4.4	4.4	1	1	1	1	1
10-5 181 Schenck	0.48	2.6	12	89.14	18.4	1	18.4	18.4	1	1	1	1	1
8-5 421 Schenck	0.08	0.7	14	9.8	8.5	1	8.5	8.5	1	1	1	1	1
1-5 311 Schenck	0.10	0.40	8.0	5.64	0.15	1	0.15	0.15	1	1	1	1	1
204 221 Schenck	1.12	1.12	10	8.5	8.5	1	8.5	8.5	1	1	1	1	1
205 221 Schenck	1.12	1.12	20	30.8	37.6	1	37.6	37.6	1	1	1	1	1
206 216 Schenck	1.08	1.5	12	30.42	30.4	1	30.4	30.4	1	1	1	1	1
207 217 Schenck	1.08	1.5	12	44.7	24.6	1	24.6	24.6	1	1	1	1	1
208 422 Schenck	0.42	0.9	6	19.4	48.6	1	48.6	48.6	1	1	1	1	1
43-4 37 Source Cap	3.50	6.7415	22	41.5	41.4	1	41.4	41.4	1	1	1	1	1
30 30 SourceCap%	2.50	8.9	4	15.66	38	1	38	38	1	1	1	1	1
22-4 173 Schenck	1.44	7.1	15	81	20.3	1	20.3	20.3	1	1	1	1	1
21-1 111 Schenck	0.50	2.7	8	19.7	18.5	1	18.5	18.5	1	1	1	1	1
105 151 Schenck	1.20	6.3	13	10.8	19.5	1	19.5	19.5	1	1	1	1	1
207 182 Schenck	0.92	1.6	15	13.4	25.9	1	25.9	25.9	1	1	1	1	1
208 183 Schenck	1.22	5.3	13	36.99	23	1	23	23	1	1	1	1	1
301 312 SNET	1.76	4.9	13	28.0	36.1	1	35.2	35.2	1	1	1	1	1
302 113 SNET	0.02	0.22	64.31	24	24	1	24	24	1	1	1	1	1
104 125 SNET/NG	0.82	4.7	19	25.63	17.4	1	17.4	17.4	1	1	1	1	1
105 111 SNET/NG	0.24	1.9	21	57.12	12.4	1	12.4	12.4	1	1	1	1	1
33-3 213 SNET/NG/2	0.68	6.6	12	11.28	32.4	1	32.4	32.4	1	1	1	1	1
303 100 SNET/NG/2	0.35	1.1	10	15.6	16.4	1	16.4	16.4	1	1	1	1	1
10-5 126 SNET/NG/2	0.16	1.2	7	6.04	13.2	1	13.2	13.2	1	1	1	1	1
44-4 352 Spring	1.32	31	11	30.44	41.2	1	41.2	41.2	1	1	1	1	1
305 227 Spring	1.00	27	13	30.54	37.9	1	37.9	37.9	1	1	1	1	1
10-4 104 SPTx	0.40	2.4	24	15.8	16.5	1	16.5	16.5	1	1	1	1	1
8 1 SPTx	0	0	35	1.5	1.4	1	1.4	1.4	1	1	1	1	1
15-10 101 Std Corus	0.40	3.0	10	12	10.5	10	10.5	10.5	10	10	10	10	10
40-2 234 StdCorus	0.72	2.0	10	32	37	37	37	37	37	37	37	37	37
303 101 Std Motor	0.32	2.0	10	50	16.1	16.1	16.1	16.1	16.1	16.1	16.1	16.1	16.1
50-5 516 Std/Pack	0.12	2.0	210	8	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
24-4 150 Std/Pack	0.68	4.5	33	103	15.8	15.8	15.8	15.8	15.8	15.8	15.8	15.8	15.8
303 219 Std/Pack	0.68	2.0	13	80	34.9	33.2	34.9	33.2	34.9	33.2	34.9	33.2	34.9
303 265 Std/Pack	0.16	3.5	30	53	30.6	29.3	30	29.3	30.6	29.3	30.6	29.3	30.6
302 312 Std/Pack	0.32	1.1	50	50.7	32.9	32.9	50.7	32.9	50.7	32.9	50.7	32.9	50.7
303 121 Std/Pack	0.16	3.0	22	803	48.1	47.5	47.5	47.5	47.5	47.5	47.5	47.5	47.5
303 261 Std/Pack	1.44	3.2	15	102	57.6	56.5	57	56.5	57	56.5	57	56.5	57
303 212 Std/Pack	0.72	3.7	11	37	22.4	22.4	22.4	22.4	22.4	22.4	22.4	22.4	22.4
45-2 250 Std/Pack	0.68	1.6	15	1822	42.3	41.9	41.9	41.9	41.9	41.9	41.9	41.9	41.9
303 225 Std/Pack	0.68	1.6	15	4022	42.3	41.9	41.9	41.9	41.9	41.9	41.9	41.9	41.9
43-2 211 Std/Pack	0.72	3.7	11	37	22.4	22.4	22.4	22.4	22.4	22.4	22.4	22.4	22.4
202 193 Stop Shop	0.88	5.0	17	37	17.4	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6
84-4 131 StopShop	1.77	1.7	21	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6
43-2 178 StopShop	57	61.64	27.5	26.6	27.5	1	27.5	27.5	1	1	1	1	1
43-2 23 Status	49	14.42	32.4	32.8	32.8	1	32.8	32.8	1	1	1	1	1
43-2 87% Status	0.35	3.8	45	615	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2
43-2 87% Status	7.5	84.9	49.4	47.5	47.5	1	47.5	47.5	1	1	1	1	1
43-2 207 Status	0.60	5.2	13	38	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2	26.2
43-2 87% Status	1.40	5.2	13	67	11.3	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1
10-2 101 Sun Dis A	1.00	1.9	8.2	67	11.3	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1
43-2 376 Sun Dis B	0.24	5.1	4	5.1	4	4	4	4	4	4	4	4	4
43-2 378 Sun Energy	0.64	16.0	16	8.2	4	4	4	4	4	4	4	4	4
43-2 24 Sunstar	0.60	1.6	13	2461	48.5	47.4	47.4	47.4	47.4	47.4	47.4	47.4	47.4
43-2 442 Sudair	1.20	1.8	26	428	65.4	64.5	64.5	64.5	64.5	64.5	64.5	64.5	64.5
43-2 6 SunShineP	1.19	11.9	30	10	10	10	10	10	10	10	10	10	10
43-2 47% SunShineP	1.44	2.2	14	34.3	65.5	65.5	65.5	65.5	65.5	65.5	65.5	65.5	65.5
43-2 100 Super Food	0.35	2.9	15	8.1	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4	13.4
43-2 233 Superior	0.20	0.7	14	423	27.2	26.5	27.2	26.5	27.2	26.5	27.2	26.5	27.2
43-2 224 Superval	0.88	3.1	54	45.5	31.4	31.4	31.4	31.4	31.4	31.4	31.4	31.4	31.4
43-2 178 SunCare	0.20	0.7	32	15.78	30.2	29.5	30.2	29.5	30.2	29			

Stock	P	Stk	Blk.	E	100s	High	Low	Last	Chng	Stock	P	Stk	Blk.	E	100s	High	Low	Last	Chng	Stock	P	Stk	Blk.	E	100s	High	Low	Last	Chng																		
ABX Inds	0.20	7	37338	74	6	71	+1	70	-1	Dripti	0.30	18	424	38	36	36	35	36	-1	- L -									- R -																		
ACC Corp	0.12	20	612	224	214	213	-1	212	-1	Drip Shy	1.20	11	133	44	43	43	43	43	-1	Lubbo x	0.72	37	22	11	11	11	11	11	Rakewell	19	120	24	23	23	23	23	23	-1									
Accelair E	1610100	29	184	19	18	19	-1	19	-1	Ducom	0.20	20	20	74	74	74	74	74	-1	Ladd Fara	0.10	3	188	13	13	13	13	13	Rally	0	225	15	12	12	12	12	12	-1									
Actae Mds	8	27	15	15	15	15	-1	15	-1	DH Tech	1.8	24	21	21	21	21	21	21	-1	Ladd Rock	1413603	54	52	52	52	52	52	52	Raymond	11	657	21	20	20	20	20	20	-1									
Acteon Cp	46	455	28	23	24	23	-1	23	-1	Dig Inst	2.0	401	27	27	27	27	27	27	-1	Lancaster	0.80	14	1876	34	34	34	34	34	RCSB Fin	0.49	10	508	23	23	23	23	23	Road-Rite	1121205	31	29	29	29	29	29	29	-1
Adaptech	258305	44	47	42	42	42	-1	42	-1	Dig Micro	80	725	10	10	10	10	10	10	-1	Lance Inc	0.96	22	887	17	16	16	16	16	Rocket	14	2738	17	16	16	16	16	16	-1									
ADC Tel	514223	42	40	40	40	40	-1	40	-1	Dig Sound	1.68	515	11	12	12	12	12	12	-1	Lantronix	22	1216	18	18	18	18	18	18	RidgeNet	1	120	24	23	23	23	23	23	-1									
Addition	49	104	15	14	14	14	-1	14	-1	Dig Sys	1.5	242	10	10	10	10	10	10	-1	Lantronix	0.72	37	22	11	11	11	11	11	RidgeNet	1	120	24	23	23	23	23	23	-1									
AdiADR x	0.16	8	22	19	19	19	-1	19	-1	Dionex Dp	0.20	20	20	74	74	74	74	74	-1	Lantronix	0.72	37	22	11	11	11	11	11	RidgeNet	1	120	24	23	23	23	23	23	-1									
Adobe Sys	0.20	912223	64	803	64	803	-1	803	-1	Dish Yrn	0.20	9	470	4	35	35	35	35	-1	Lantronix	0.10	3	188	13	13	13	13	13	RidgeNet	1	120	24	23	23	23	23	23	-1									
Adtr Logic	17	788	7	7	7	7	-1	7	-1	Dollie Yrn	2.25	1	1785	11	11	11	11	11	-1	Lantronix	0.9	284	2	2	2	2	2	2	RidgeNet	0	225	15	12	12	12	12	-1										
Adv Polym	11	219	6	5	5	5	-1	5	-1	Dollar H	0.68	19	133	12	12	12	12	12	-1	Lantronix	0.52	13	1358	24	24	24	24	24	RidgeNet	9	131	73	73	73	73	73	-1										
AdvTchLab	45	411	21	21	21	21	-1	21	-1	Dracony	1.0	730	14	14	14	14	14	14	-1	Lantronix	0.16	1	18	34	34	34	34	34	RidgeNet	0.85	54	2065	58	58	58	58	58	-1									
Akamai	0.27	13	809	414	404	403	-1	403	-1	Dresser	1.1	452	10	94	92	92	92	92	-1	Lantronix	0.07	1	18	11	11	11	11	11	RidgeNet	0	207	15	12	12	12	12	-1										
AlgoEcs	0.10	33	15	12	12	12	-1	12	-1	Drey SD	0.24	88	33	33	33	33	33	33	-1	Lantronix	0.20	9	470	4	35	35	35	35	RidgeNet	19	120	24	23	23	23	23	-1										
AlkAer	0.20	15	29	23	23	23	-1	23	-1	Drey Espo	0.08	10	18	4	4	4	4	4	-1	Lantronix	0.20	18	254	254	254	254	254	254	RidgeNet	0.46	101	1558	52	52	52	52	52	-1									
Alco ADR x	1.63	5	302	55	55	55	-1	55	-1	Drey Fd	0.24	88	33	33	33	33	33	33	-1	Lantronix	0.12	12	43	8	8	8	8	8	RidgeNet	0.12	12	43	8	8	8	8	-1										
Alkld	0.88	23	376	23	22	22	-1	22	-1	Drey Fd	1.08	12	22	24	24	24	24	24	-1	Lantronix	0.56	14	182	184	184	184	184	184	RidgeNet	23	333	24	24	24	24	24	-1										
Alkld Org x	0.52	14	4	452	452	452	-1	452	-1	Dynatech	2.5	382	15	14	14	14	14	14	-1	Lantronix	0.10	32	8244	324	30	30	30	30	RidgeNet	0.80	19	1350	21	21	21	21	21	-1									
Alkin Ph	8	856	12	11	11	11	-1	11	-1	Dynatech	0.57	24	55	38	38	38	38	38	-1	Lantronix	0.10	32	8244	324	30	30	30	30	RidgeNet	13	1636	7	7	7	7	7	-1										
- E -										- E -										- S -																											
Alkln	2.36	7	13	59	55	55	-1	55	-1	Engle Ed	1	123	15	14	14	14	14	14	-1	MCI Cn	0.65	4118242	25	24	24	24	24	24	-1	Safco	2.12	13	606	60	60	60	60	60	-1								
AlmPrcCov	1115843	104	65	65	65	65	-1	65	-1	Engines	0.02	284	2	20	20	20	20	20	-1	Safco	29	32	35	38	38	38	38	-1																			
Alm Tru	12	742	24	23	23	23	-1	23	-1	EnviroS	0.10	1814693	21	20	20	20	20	20	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
AlmTfns	0.28	17	223	32	31	31	-1	31	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.34	15	1783	22	21	21	21	21	-1																		
AlmMng	30	496	30	29	29	29	-1	29	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.19	15	1533	34	33	33	33	33	-1																		
Alm Softw	0.32	80	788	82	82	82	-1	82	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Alm Frys	19	1900	14	13	13	13	-1	13	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
AlmGrtA	0.64	13	4724	27	25	25	-1	25	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
AlmHldP	1	52	35	7	7	7	-1	7	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
AlmHldP	2.36	7	13	59	55	55	-1	55	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
AlmPrcCov	1115843	104	65	65	65	65	-1	65	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Alm Tru	12	742	24	23	23	23	-1	23	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
AlmMng	0.80	18	25	30	29	29	-1	29	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
AlmGrtA	1.00	15	6	12	12	12	-1	12	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft	0.08	15	80	78	78	78	-1	78	-1	EnviroS	0.5	17	74	74	74	74	74	74	-1	Safco	0.20	12	170	11	10	10	10	10	-1																		
Almsoft																																															

#### **DATA COMPOSITE PRICES**

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Cal Micro	33 3200	22 <sup>2</sup>	22 <sup>2</sup>	22 <sup>2</sup>	1 <sup>2</sup>	
Cambridge	36 1056	22 <sup>2</sup>	22 <sup>2</sup>	22 <sup>2</sup>	1 <sup>2</sup>	
Cambridge	64 327	5 <sup>2</sup>	5 <sup>2</sup>	5 <sup>2</sup>	1 <sup>2</sup>	
Cameras	6 4351	2 <sup>2</sup>	1 <sup>2</sup>	2 <sup>2</sup>	1 <sup>2</sup>	
Canon Inc	0.57 47	156	86 <sup>2</sup>	85 <sup>2</sup>	85 <sup>2</sup>	1 <sup>2</sup>
CardinalCrd	0.73 22	63	30 <sup>2</sup>	30	30 <sup>2</sup>	1 <sup>2</sup>
CaseWare	0.5 9	27	13 <sup>2</sup>	13	13 <sup>2</sup>	
Casey S	0.10 23	1065	23 <sup>2</sup>	23 <sup>2</sup>	22 <sup>2</sup>	-1 <sup>2</sup>
CCII A	0.70 32	28	28 <sup>2</sup>	28 <sup>2</sup>	28 <sup>2</sup>	1 <sup>2</sup>
Calgene	8 351	10 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>	1 <sup>2</sup>
CEM Co	14 5	13 <sup>2</sup>	12 <sup>2</sup>	12 <sup>2</sup>	12 <sup>2</sup>	
Centecor	8 3207	13 <sup>1</sup>	12 <sup>2</sup>	12 <sup>2</sup>	12 <sup>2</sup>	1 <sup>2</sup>
Centel Rd	1.20 16	265	32	32 <sup>1</sup>	32 <sup>1</sup>	1 <sup>2</sup>
Centel Spr	16 136	34 <sup>2</sup>	33 <sup>2</sup>	33 <sup>2</sup>	33 <sup>2</sup>	1 <sup>2</sup>
Chandler	12 50	8 <sup>2</sup>	8	8	8	
Chaperone 1	0.76 10	2021	31 <sup>1</sup>	30 <sup>2</sup>	31	1 <sup>2</sup>
CharmSoft	0.08 54	4104	2 <sup>2</sup>	2 <sup>2</sup>	2 <sup>2</sup>	1 <sup>2</sup>
CheckOrdn	4 1365	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>	
Chematech	18 18	20 <sup>2</sup>	20 <sup>2</sup>	20 <sup>2</sup>	20 <sup>2</sup>	1 <sup>2</sup>
ChipherPower	22 17	3 <sup>2</sup>	3 <sup>2</sup>	3 <sup>2</sup>	3 <sup>2</sup>	
Chips&Te	14 2219	9 <sup>2</sup>	8 <sup>2</sup>	9	1 <sup>2</sup>	
Chiron Cp	6 2436	82 <sup>2</sup>	80 <sup>2</sup>	82 <sup>2</sup>	1 <sup>2</sup>	
Chix Fin	1.35 15	187	82 <sup>2</sup>	82 <sup>2</sup>	82 <sup>2</sup>	1 <sup>2</sup>
Chivas Cp	0.20 32	473	45 <sup>2</sup>	45 <sup>2</sup>	45 <sup>2</sup>	1 <sup>2</sup>
Chixx	228 374	21 <sup>2</sup>	20 <sup>2</sup>	20 <sup>2</sup>	20 <sup>2</sup>	1 <sup>2</sup>
ChirpLyc	2021089	26 <sup>2</sup>	26 <sup>2</sup>	27 <sup>2</sup>	27 <sup>2</sup>	
CS Tech	38 1239	4	3 <sup>2</sup>	3 <sup>2</sup>	3 <sup>2</sup>	1 <sup>2</sup>
CiscoSyst	4577423	82 <sup>1</sup>	76 <sup>2</sup>	76 <sup>2</sup>	76 <sup>2</sup>	1 <sup>2</sup>
CSk Bancp	1.12 14	45	33 <sup>2</sup>	33 <sup>2</sup>	33 <sup>2</sup>	1 <sup>2</sup>
Clean Htr	9 44	3 <sup>2</sup>	63	3 <sup>2</sup>	3 <sup>2</sup>	
Cliffs Dr	121 14	14	13 <sup>2</sup>	13 <sup>2</sup>	13 <sup>2</sup>	1 <sup>2</sup>
Clothesline	2 1595	2 <sup>2</sup>	17 <sup>2</sup>	17 <sup>2</sup>	2	
CocaColaB	1.00 19	9	33 <sup>2</sup>	33 <sup>2</sup>	33 <sup>2</sup>	1 <sup>2</sup>
Code Engr	32 727	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>	
CodeName	5 17	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>	1 <sup>2</sup>
Cognex Cp	76 3437	169	65 <sup>2</sup>	65 <sup>2</sup>	65 <sup>2</sup>	
Collabora	1.00 14	32	32 <sup>2</sup>	32 <sup>2</sup>	32 <sup>2</sup>	1 <sup>2</sup>
CompuTech	26 813	10 <sup>2</sup>	10 <sup>2</sup>	10 <sup>2</sup>	10 <sup>2</sup>	1 <sup>2</sup>
Computer	0.16 7	470	4 <sup>2</sup>	4 <sup>2</sup>	4 <sup>2</sup>	
CompuTech	7 180	9	8 <sup>2</sup>	8 <sup>2</sup>	8 <sup>2</sup>	
CompuTroy	11 46	18 <sup>2</sup>	18	18	18	
Comptel	0.60 11	3233	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>	1 <sup>2</sup>
Compu Sys	0.15 14	268	9	8 <sup>2</sup>	8 <sup>2</sup>	1 <sup>2</sup>
CompuLogic	71 377	31 <sup>2</sup>	30 <sup>2</sup>	30 <sup>2</sup>	30 <sup>2</sup>	1 <sup>2</sup>
Compu Benf	0.04 11	38	24 <sup>2</sup>	24	24	1 <sup>2</sup>
Compu Inds	0.48 16	125	27 <sup>2</sup>	27	27 <sup>2</sup>	1 <sup>2</sup>
Compu Back	29 316	15 <sup>2</sup>	15	15 <sup>2</sup>	15 <sup>2</sup>	
CompuSoft	0.04 17	11	5 <sup>2</sup>	5	5 <sup>2</sup>	1 <sup>2</sup>
Compu JBL	0.20 40	1004	16 <sup>2</sup>	16 <sup>2</sup>	16 <sup>2</sup>	1 <sup>2</sup>
CompuHill	0.80 14	666	23 <sup>2</sup>	23 <sup>2</sup>	23 <sup>2</sup>	1 <sup>2</sup>
Compu Co	0.05 35	37	5 <sup>2</sup>	5 <sup>2</sup>	5 <sup>2</sup>	1 <sup>2</sup>
CompuTech	13 1243	54	54	54	54	
Compu Bio	18 128	4 <sup>2</sup>	4 <sup>2</sup>	4 <sup>2</sup>	4 <sup>2</sup>	
Compu Sys	21 27	9 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>	
Compu Total	1 471	21 <sup>2</sup>	21 <sup>2</sup>	21 <sup>2</sup>	21 <sup>2</sup>	
Compucon	31 529	12 <sup>2</sup>	11 <sup>2</sup>	11 <sup>2</sup>	11 <sup>2</sup>	1 <sup>2</sup>
Compucon	1 441	21 <sup>2</sup>	2	2	2	
Compuart	0.48 18	132	23 <sup>2</sup>	23	23 <sup>2</sup>	1 <sup>2</sup>
Compu Int	0.24 23	114	26 <sup>2</sup>	26 <sup>2</sup>	26 <sup>2</sup>	1 <sup>2</sup>
Compu Res	17 583	10 <sup>2</sup>	010 <sup>2</sup>	10 <sup>2</sup>	1 <sup>2</sup>	
Compuform	4141485	28 <sup>2</sup>	28 <sup>2</sup>	27 <sup>2</sup>	27 <sup>2</sup>	1 <sup>2</sup>
CompuMkt	0.66 12	29	10 <sup>2</sup>	8 <sup>2</sup>	8 <sup>2</sup>	
CompuNet	1 727	2	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>	
CompuNet	1322235	18 <sup>2</sup>	17 <sup>2</sup>	18 <sup>2</sup>	18 <sup>2</sup>	1 <sup>2</sup>
CompuSoft	51 107	37 <sup>2</sup>	37	37	1 <sup>2</sup>	
CompuSoft	5 180	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>	
Compu	0.18 187048	85 <sup>2</sup>	82 <sup>2</sup>	84 <sup>2</sup>	85 <sup>2</sup>	1 <sup>2</sup>
Compu	6 272	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>	
CompuEx	0.40 31	1447	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>	1 <sup>2</sup>
Compu Int	73 255	16 <sup>2</sup>	15 <sup>2</sup>	15 <sup>2</sup>	15 <sup>2</sup>	1 <sup>2</sup>
Compu Am	1 45	45 <sup>2</sup>	45 <sup>2</sup>	45 <sup>2</sup>	45 <sup>2</sup>	
Compu Sys	3 83	24 <sup>2</sup>	24 <sup>2</sup>	24 <sup>2</sup>	24 <sup>2</sup>	1 <sup>2</sup>
Compu Trans	67 84	54 <sup>2</sup>	54 <sup>2</sup>	54 <sup>2</sup>	54 <sup>2</sup>	1 <sup>2</sup>
CompuTronic	1.12 11	279	50 <sup>2</sup>	50 <sup>2</sup>	50 <sup>2</sup>	1 <sup>2</sup>
CompuTronic	35 5003	2 <sup>2</sup>	22 <sup>2</sup>	22 <sup>2</sup>	22 <sup>2</sup>	1 <sup>2</sup>
CompuTronic	16 364	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>	1 <sup>2</sup>
CompuSoftC	1.10 15	67	21 <sup>2</sup>	21 <sup>2</sup>	21 <sup>2</sup>	1 <sup>2</sup>
CompuLab	0.20 39	1784	9 <sup>2</sup>	8 <sup>2</sup>	8 <sup>2</sup>	1 <sup>2</sup>
CompuPdA	0.08 15	4724	23 <sup>2</sup>	22 <sup>2</sup>	23 <sup>2</sup>	1 <sup>2</sup>
- O -						
OCOMmunic	10 32	12 <sup>2</sup>	12 <sup>2</sup>	12 <sup>2</sup>	12 <sup>2</sup>	1 <sup>2</sup>
OCOMmunic	21 5474	30 <sup>2</sup>	28 <sup>2</sup>	29 <sup>2</sup>	29 <sup>2</sup>	1 <sup>2</sup>
OCOMmunic	11 111	9 <sup>2</sup>	9	9	1 <sup>2</sup>	
OCOMmunic	13 1480	11 <sup>2</sup>	11 <sup>2</sup>	11 <sup>2</sup>	11 <sup>2</sup>	1 <sup>2</sup>
OCOMmunic	1.20 5	5	36	36	36	
OCOMmunic	1.22 18	34 <sup>2</sup>	35 <sup>2</sup>	35 <sup>2</sup>	35 <sup>2</sup>	1 <sup>2</sup>
OCOMmunic	0.92 15	368	33 <sup>2</sup>	33 <sup>2</sup>	33 <sup>2</sup>	
OCOMmunic	1.12 40	522	30 <sup>2</sup>	29 <sup>2</sup>	30 <sup>2</sup>	1 <sup>2</sup>
One Price	88 33	4 <sup>2</sup>	44	4 <sup>2</sup>	4 <sup>2</sup>	
Oneida	4733557	46 <sup>2</sup>	45 <sup>2</sup>	46 <sup>2</sup>	46 <sup>2</sup>	1 <sup>2</sup>
Oneida St	83 2019	15	14 <sup>2</sup>	14 <sup>2</sup>	14 <sup>2</sup>	1 <sup>2</sup>
Oneida Tech	0.99 12	1184	14	13 <sup>2</sup>	14	1 <sup>2</sup>
Oneida Supp	14 26	15 <sup>2</sup>	14 <sup>2</sup>	15 <sup>2</sup>	15 <sup>2</sup>	1 <sup>2</sup>
Oneida Sys	0.31188	302	10 <sup>2</sup>	9 <sup>2</sup>	10 <sup>2</sup>	1 <sup>2</sup>
Oneida Sys	8 1438	9 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>	
Oneida Sys	9 286	2 <sup>2</sup>	2 <sup>2</sup>	2 <sup>2</sup>	2 <sup>2</sup>	
Oneida X	0.28 18	160	16	15 <sup>2</sup>	15 <sup>2</sup>	1 <sup>2</sup>
Oneida X T	0.50 11	195	14 <sup>2</sup>	14 <sup>2</sup>	14 <sup>2</sup>	1 <sup>2</sup>
Oneida X T	1.76 14	22352	34 <sup>2</sup>	35	34	1 <sup>2</sup>
Oneida X T	51 7188	68 <sup>2</sup>	68	67	67	1 <sup>2</sup>
- U -						
US Hiltz	1.00 16	9527	40 <sup>2</sup>	38 <sup>2</sup>	40 <sup>2</sup>	1 <sup>2</sup>
US Hiltz	18 1087	3	32 <sup>2</sup>	24 <sup>2</sup>	24 <sup>2</sup>	1 <sup>2</sup>
US Gears	1.02 17	96	16 <sup>2</sup>	16 <sup>2</sup>	16 <sup>2</sup>	1 <sup>2</sup>
United St	0.40 50	15	21 <sup>2</sup>	21 <sup>2</sup>	21 <sup>2</sup>	1 <sup>2</sup>
United	0.10 20	3	12 <sup>2</sup>	24 <sup>2</sup>	24 <sup>2</sup>	1 <sup>2</sup>
United X	2.02 12	20	45 <sup>2</sup>	45 <sup>2</sup>	45 <sup>2</sup>	1 <sup>2</sup>
US Gears	1.12 12	2808	33 <sup>2</sup>	32 <sup>2</sup>	32 <sup>2</sup>	1 <sup>2</sup>
US Energy	14 28	4 <sup>2</sup>	41 <sup>2</sup>	41 <sup>2</sup>	41 <sup>2</sup>	1 <sup>2</sup>
US Telx	2.00 47	55	48 <sup>2</sup>	48 <sup>2</sup>	48 <sup>2</sup>	1 <sup>2</sup>
UST Corp	1.12 27	66	14 <sup>2</sup>	13 <sup>2</sup>	13 <sup>2</sup>	1 <sup>2</sup>
Ustar Med	18 81	14 <sup>2</sup>	14 <sup>2</sup>	14 <sup>2</sup>	14 <sup>2</sup>	
Ustar Tele	0.50 22	51	85 <sup>2</sup>	85 <sup>2</sup>	85 <sup>2</sup>	1 <sup>2</sup>
Ux	6 28	2 <sup>2</sup>	21 <sup>2</sup>	21 <sup>2</sup>	21 <sup>2</sup>	
- V -						
Velcom x	0.30 14	541	25 <sup>2</sup>	25 <sup>2</sup>	25 <sup>2</sup>	1 <sup>2</sup>
Vigrid Cell	63 0417	23 <sup>2</sup>	23 <sup>2</sup>	23 <sup>2</sup>	23 <sup>2</sup>	
Ventrex	46 3832	23 <sup>2</sup>	22 <sup>2</sup>	22 <sup>2</sup>	22 <sup>2</sup>	1 <sup>2</sup>
Verifone	20 52	32 <sup>2</sup>	27 <sup>2</sup>	27 <sup>2</sup>	27 <sup>2</sup>	1 <sup>2</sup>
Vicor	26 1488	18 <sup>2</sup>	18	18	18	1 <sup>2</sup>
VicorPer	6 587	11 <sup>2</sup>	11 <sup>2</sup>	11 <sup>2</sup>	11 <sup>2</sup>	

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## AMERICA

## US markets volatile awaiting FOMC news

## Wall Street

Uncertainty prevailed on Wall Street early yesterday, leading shares to a volatile performance within relatively narrow ranges, writes Lisa Brunnen in New York.

Factors weighing on the market included the continuing skirmishes in Washington over the outline of a deficit-cutting budget package and questions about what the Federal Reserve's Open Market Committee might do at its meeting.

Most economists believed the FOMC would leave rates steady, but weak industrial production figures released yesterday raised hopes that the central bank might cut rates in December.

At 1pm the Dow Jones Industrial Average was 7.95 higher at 4,879.76. The Standard & Poor's 500 softened 0.51 point to 589.80, while the American Stock Exchange composite dipped 1.48 to 527.13. New York SE volume amounted to 209m shares.

After rising more than five points at the opening bell, the Nasdaq composite, which is weighted towards the technol-

ogy sector, spent most of the rest of the morning in negative territory amid modest losses at bellwether high-technology companies.

By midday the Nasdaq was off 1.05 at 1,693.57.

Microsoft declined 3% to \$924, Intel was down 3% at \$644, and Apple Computer gave up 3% at \$41.

Shares in several paper and forestry groups slipped after analysts at Salomon Brothers and PaineWebber downgraded their investment ratings. Consolidated Papers slipped 3% or 5.4 per cent to \$61.5, International Paper, which is a component of the Dow, gave up 5% at \$34. Georgia Pacific was 2% lower at \$74. Stone Container shed 2% to \$14.5 and James River lost 3% at \$28.

USAIR, which tumbled 3% on Tuesday after United Airlines said it would not make an offer to buy its smaller rival, fell a further 5% or 9.7 per cent to \$104.

American depository receipts of Mexican companies were mostly lower as the peso continued to drop. Telmex shed 3% to \$254, Grupo Televisa was up 3% at \$16.25, and Grupo Trilema was 3% easier at \$55.

## Canada

Toronto was weak in midday trade, with the TSE 300 Composite index retreating 1.31 by noon to 4,552.15 in moderate volume of 29.2m shares.

A mixed picture emerged among high-technology shares. Hummingbird Communications jumped 6.8% to \$870 and Gannett Technologies was C\$1.13 higher at C\$15.7. In the opposite direction, Fulcrum Technologies gave up C\$0.50 on profit-taking to C\$40.4% and Corel lost C\$0.50 to C\$23.4.

Among actively traded issues, Asia Pacific Resources picked up C\$0.50 to C\$75.4 and Gulf Resources Canada was 20 cents firmer at C\$4.25.

## SOUTH AFRICA

Shares were easier as a disappointing balloon price underlined gold shares and industrial stocks drifted easier. The overall index lost 27.6 to 5,980.3, industrials shed 18.9 to 2,618.3 and gold fell 31.8 to 1,326.2. Among significant movers, Anglo American rose 3.2% to R21.2, Van Reefs R6 to R23.1 and Rustpilans R1 to R7.0.

## Mexico ponders rise in rates

Mexico City was little changed in late morning trade following a further fall in the peso and a lower than expected rise in domestic interest rates. The IPC index was 9.74 points up at 2,251.27. Volume was a thin 1.6m shares.

Traders said investors were selling dollar-priced Mexican ADRs on Wall Street and buying cheaper local shares following an early drop in the peso. Telmex's ADR, for example, was off 3% at \$25.75 while the local L share was ahead 0.8 per cent.

Some investors were also buying shares following a 5.5% basis-point rise to 59.99 per cent in

the benchmark 28-day Cetes, which was much lower than expected.

BUENOS AIRES was encouraged by a government plan billed as "the second state reform" by President Carlos Menem. The Merval index put on 3.05 at 398.32, tracking an early rise in Argentine Brady bonds. Mr Menem announced late on Tuesday a cost-cutting programme that could shave as much as \$1.5bn off the 1996 budget. Analysts said the announcements sealed a political truce between Mr Menem and Mr Domingo Cavallo, the economy minister.

São Paulo was closed for a national holiday.

On Wednesday, the economy minister.

Some investors were also buying shares following a 5.5% basis-point rise to 59.99 per cent in

Market	No. of stocks	Dollar terms			Local currency terms			Nov. 10 1995	% Change over week	% Change on Dec. 94
		Nov. 10 1995	% Change over week	% Change on Dec. 94	Nov. 10 1995	% Change over week	% Change on Dec. 94			
Latin America	(252)	428.20	-3.4	-28.2	161.75	172.88	116.97	134.19	163.84	191.01
Argentina	(30)	644.31	-0.1	-12.3	365.225.57	-0.1	-1.35	161.69	102.94	125.37
Brazil	(22)	292.15	-5.2	-24.0	1,050.96	-5.3	-15.7	182.28	167.48	177.84
Chile	(36)	688.55	-4.5	-12.2	1,138.83	-5.6	-9.7	140.40	132.90	152.27
Colombia*	(16)	569.13	-2.9	-28.9	1,007.95	-2.8	-15.7	152.01	152.04	152.27
Mexico	(67)	388.24	-2.5	-36.5	1,257.38	-0.7	-2.6	140.59	141.03	141.02
Peru*	(19)	165.80	-8.8	-6.5	237.31	-7.0	-0.2	141.83	141.83	141.83
Venezuela*	(12)	584.99	+10.4	+18.2	2,283.23	+10.4	+18.1	141.20	141.20	141.20
Asia	(677)	218.10	-2.9	-12.6	1,026.27	-2.3	-28.0	141.20	141.20	141.20
China*	(20)	57.04	-7.3	-24.8	59.93	-7.3	-28.0	141.20	141.20	141.20
South Korea*	(159)	138.68	-2.4	+1.4	140.18	-2.7	-1.1	141.20	141.20	141.20
Philippines	(25)	236.46	-4.2	-20.7	298.40	-4.0	-15.1	141.20	141.20	141.20
Taiwan, China*	(93)	103.18	-2.7	-37.2	105.32	-2.9	-35.1	141.20	141.20	141.20
India*	(101)	85.70	-4.9	-30.6	105.07	-5.3	-23.6	141.20	141.20	141.20
Indonesia*	(42)	103.97	-3.5	-4.2	128.95	-3.4	+8.3	141.20	141.20	141.20
Malaysia	(114)	245.31	-2.2	-8.7	229.29	-2.8	-9.5	141.20	141.20	141.20
Pakistan*	(36)	246.43	-1.6	-32.7	382.87	-1.6	-25.2	141.20	141.20	141.20
Sri Lanka*	(19)	110.58	+2.3	-35.7	126.38	+1.9	-31.9	141.20	141.20	141.20
Thailand	(86)	349.84	-4.1	-8.8	348.92	-4.6	-8.7	141.20	141.20	141.20
Euro/Mid East	(209)	141.29	+2.0	+19.2	141.29	+2.0	+24.2	141.20	141.20	141.20
Greece	(40)	241.19	-1.0	-6.9	382.09	-0.7	+3.9	141.20	141.20	141.20
Hungary*	(5)	117.87	+0.2	-22.3	188.11	+0.5	-8.9	141.20	141.20	141.20
Jordan	(6)	185.01	-1.1	+23.3	276.18	-1.1	+24.2	141.20	141.20	141.20
Poland*	(16)	40.19	-0.2	-1.1	75.12	-0.0	-0.2	141.20	141.20	141.20
Portugal	(27)	117.23	-1.5	-31	119.92	-1.4	-6.5	141.20	141.20	141.20
South Africa*	(64)	251.82	-3.5	+12.0	168.25	-3.2	-0.1	141.20	141.20	141.20
Turkey*	(44)	128.16	-8.7	-5.3	2,151.55	-6.3	+41.5	141.20	141.20	141.20
Zimbabwe*	(5)	285.56	+0.2	-1.5	361.02	+0.1	+15.8	141.20	141.20	141.20
Composite	(1,138)	261.89	-1.4	-14.8	141.20	-1.4	-14.8	141.20	141.20	141.20

Indices are calculated at end-of-week and weekly changes are percentage movement from the previous Friday. Base date: Dec 1986=100 except those noted which are: IFC 1991 (1991/3/31/1992); Julian 3 (1992/10/31/1993); Julian 4 (1992/10/31/1994); Julian 5 (1992/10/31/1995); Julian 6 (1992/10/31/1996); Julian 7 (1992/10/31/1997); Julian 8 (1992/10/31/1998); Julian 9 (1992/10/31/1999); Julian 10 (1992/10/31/2000); Julian 11 (1992/10/31/2001); Julian 12 (1992/10/31/2002); Julian 13 (1992/10/31/2003); Julian 14 (1992/10/31/2004); Julian 15 (1992/10/31/2005); Julian 16 (1992/10/31/2006); Julian 17 (1992/10/31/2007); Julian 18 (1992/10/31/2008); Julian 19 (1992/10/31/2009); Julian 20 (1992/10/31/2010); Julian 21 (1992/10/31/2011); Julian 22 (1992/10/31/2012); Julian 23 (1992/10/31/2013); Julian 24 (1992/10/31/2014); Julian 25 (1992/10/31/2015); Julian 26 (1992/10/31/2016); Julian 27 (1992/10/31/2017); Julian 28 (1992/10/31/2018); Julian 29 (1992/10/31/2019); Julian 30 (1992/10/31/2020); Julian 31 (1992/10/31/2021); Julian 32 (1992/10/31/2022); Julian 33 (1992/10/31/2023); Julian 34 (1992/10/31/2024); Julian 35 (1992/10/31/2025); Julian 36 (1992/10/31/2026); Julian 37 (1992/10/31/2027); Julian 38 (1992/10/31/2028); Julian 39 (1992/10/31/2029); Julian 40 (1992/10/31/2030); Julian 41 (1992/10/31/2031); Julian 42 (1992/10/31/2032); Julian 43 (1992/10/31/2033); Julian 44 (1992/10/31/2034); Julian 45 (1992/10/31/2035); Julian 46 (1992/10/31/2036); Julian 47 (1992/10/31/2037); Julian 48 (1992/10/31/2038); Julian 49 (1992/10/31/2039); Julian 50 (1992/10/31/2040); Julian 51 (1992/10/31/2041); Julian 52 (1992/10/31/2042); Julian 53 (1992/10/31/2043); Julian 54 (1992/10/31/2044); Julian 55 (1992/10/31/2045); Julian 56 (1992/10/31/2046); Julian 57 (1992/10/31/2047); Julian 58 (1992/10/31/2048); Julian 59 (1992/10/31/2049); Julian 60 (1992/10/31/2050); Julian 61 (1992/10/31/2051); Julian 62 (1992/10/31/2052); Julian 63 (1992/10/31/2053); Julian 64 (1992/10/31/2054); Julian 65 (1992/10/31/2055); Julian 66 (1992/10/31/2056); Julian 67 (1992/10/31/2057); Julian 68 (1992/10/31/2058); Julian 69 (1992/10/31/2059); Julian 70 (1992/10/31/2060); Julian 71 (1992/10/31/2061); Julian 72 (1992/10/31/2062); Julian 73 (1992/10/31/2063); Julian 74 (1992/10/31/2064); Julian 75 (1992/10/31/2065); Julian 76 (1992/10/31/2066); Julian 77 (1992/10/31/2067); Julian 78 (1992/10/31/2068); Julian 79 (1992/10/31/2069); Julian 80 (1992/10/31/2070); Julian 81 (1992/10/31/2071); Julian 82 (1992/10/31/2072); Julian 83 (

# DERIVATIVES

## Evolution in the shadow of disaster

After a series of financial losses, dealers in derivatives have become more cautious. They are shifting from the fast track into a slower and safer lane, says Richard Lapper

bankers may be reluctant to admit it, but the derivatives market continues to evolve in the shadow of disaster.

After the collapse of Barings Bank in February under the weight of £850m of derivatives losses, regulation is one obvious preoccupation. But the Barings debacle – as well as a string of other highly-publicised losses – is also prompting broader changes.

A new emphasis on lower-margin, safety-first products, is emerging. As one dealer puts it: "As the years go by it is becoming more and more like investment banking. It is no longer the wild west frontier it was in 1990."

By bringing the risks faced by banks trading in international markets into sharp focus, the collapse of Barings has prompted a number of regulatory moves. During the summer, for example, regulators from more than a dozen countries agreed to increase information flows between the world's futures and options exchanges and the exchanges followed up with their own independent initiative.

At the same time, the losses have given a new urgency to efforts by banks and securities houses to forge their own increasingly sophisticated risk management systems, helping them monitor and control their exposures to adverse movements in the stock, bond and currency markets – so-called market risk.

These efforts have been reinforced by international initiatives from bank and securities regulators. The Basic Committee of bank regulators, for example, agreed in April to allow banks to use their own "value at risk" computer models which assess the risks arising from market volatility.

Calamity is also shaping the

development of derivatives in other ways. Most obviously, the losses have made customers and banks more averse to risk, leading to a slowdown in turnover.

You talk to mutual fund managers," says Jerry Del Missier, head of interest rate and currency derivatives in Europe at Bankers Trust in London. "They'll tell you they are getting calls daily from their clients asking them whether they have any derivatives in their portfolio. They are steering away from doing transactions because of this climate."

**The derivatives market is becoming more like investment banking. It is no longer a wild west frontier**

"There is a lot of antipathy to more complex structures. Anything which is other than plain vanilla seems to ring warning bells," says Ian Garrison, head of UK derivatives marketing at Société Générale in London.

At the same time senior managers at banks and securities houses have reined in derivatives traders, subjecting them to tighter limits in relation to the amount of exposure they are allowed to take on to their books. The growth of trading volumes at both the exchanges and in the OTC market – especially in the most popular interest rate contracts – has slowed down to some extent.

After years of rapid expansion, the number of financial

products and options contracts traded in the first half of 1995 was \$61.5m compared with \$22m in the same period last year, for example.

Figures for over-the-counter dealings show a similar pattern. According to estimates by Swaps Monitor, a specialist publication, revenues from OTC derivatives at dealers headquartered in the US increased to \$1.3bn in the second quarter of 1995. This was still some \$600m less than the \$1.9bn achieved in the first three months of 1994.

More importantly, dealers report a shift in the type of business being transacted, with a marked decline in interest in the highly leveraged structures which proved popular during 1992, 1993 and early 1994 and in which some cases provided rates of return for dealers of more than 30 per cent.

"You have seen a shift away from high-margin towards low-margin transactions," says Paul Spradz, the publisher of Swaps Monitor. "In notional terms, the volume of business written in 1995 is clearly greater than it was in 1993 but the business mix has shifted towards low-margin transactions."

As a result of these trends – and in response to the greater interest in risk management and risk control – bankers and securities dealers are putting greater emphasis on the way in which derivatives can protect buyers against sudden variations in interest or currency rates rather than enhance returns.

This shift is most apparent in the kind of over-the-counter interest rate products sold this year. Path-dependent techniques, which tie a return to the path taken by an interest or exchange rate, are being used to reduce the cost of interest rate caps, making the product more flexible and cost-effective.

Barriers, which make an option vanish if rates go up above or down below a certain pre-agreed limit, allow dealers to tailor protection more precisely and more cheaply. And although products allowing buyers to enhance yields have not disappeared, they are being structured more conservatively.

David Brown, vice-president at Chase Manhattan, says that "almost all yield enhancement products require principal guarantees" (where the investor does not risk any of the principal committed). By contrast, between 1992 and 1994 – a period identified by dealers as the "heyday" of the interest rate market – corporate buyers sometimes risked not merely their interest earnings, but also the principal and sometimes even a multiple of this principal amount.

From the banks' point of view these products are no less complex than the more highly-leveraged varieties sold previously, but competition is making business tougher.

Many more banks are following the pioneers of the US and Swiss investment banks into the derivatives market. This year has seen the expensive recruitment of a number of highly specialised derivatives technicians and traders. The increasing availability of computer power and computer expertise is adding to the pressures by shortening lead times

on products and shrinking margins. "Five years ago you had six to nine months on your own. Now if you have a new product it will end up on your competitor's desk within a fortnight," says one dealer.

Dealers report that margins on complex swaps transactions have fallen from about 25 basis points to two basis points within the past two years.

"Certainly in more competitive markets margins have been absolutely crushed," says James Orbell, director at Credit Suisse Financial Products.

The slowdown in turnover has increased dealing costs in the exchange-traded and OTC markets. Having built up specialist teams during the bull market, banks and securities houses are now faced with overcapacity.

Derivatives specialists are now attempting to find new products which will deliver the same margins achieved in the interest rate market of 1992 to

1994. So far, at least, the search has not been successful.

Although growth in the equity and foreign exchange markets has been relatively good, margins in both areas are tight.

A number of banks have

invested heavily in credit derivatives – but interest has yet to take off to any appreciable extent. In some quarters there are still hopes that insurance derivatives offer unparalleled opportunities for growth, although again there has been only modest volume on the exchanges and only a scattered few deals on the over-the-counter markets.

Executives at the futures

and options exchanges are

resigned to the fact that – in the words of one exchange executive – "the great period of contract development for financial futures is probably over". It seems possible that the OTC dealers, too, may have to accommodate that reality, adjusting to life in a slower – but hopefully safer – lane.

### IN THIS SURVEY

• Disaster round-up: the collapse of Barings Bank in February was the latest in a series of financial losses. • Regulation: losses have also prompted several initiatives to improve risk management.

• Futures and options exchanges: there has been a slow but steady convergence between the over-the-counter and exchange-traded derivatives markets. Page 2

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• Credit derivatives: their popularity is growing. • Credit derivatives: banks are stepping up their efforts in this area of innovation. • Currency derivatives: volatility has triggered rapid growth in this market. Page 4

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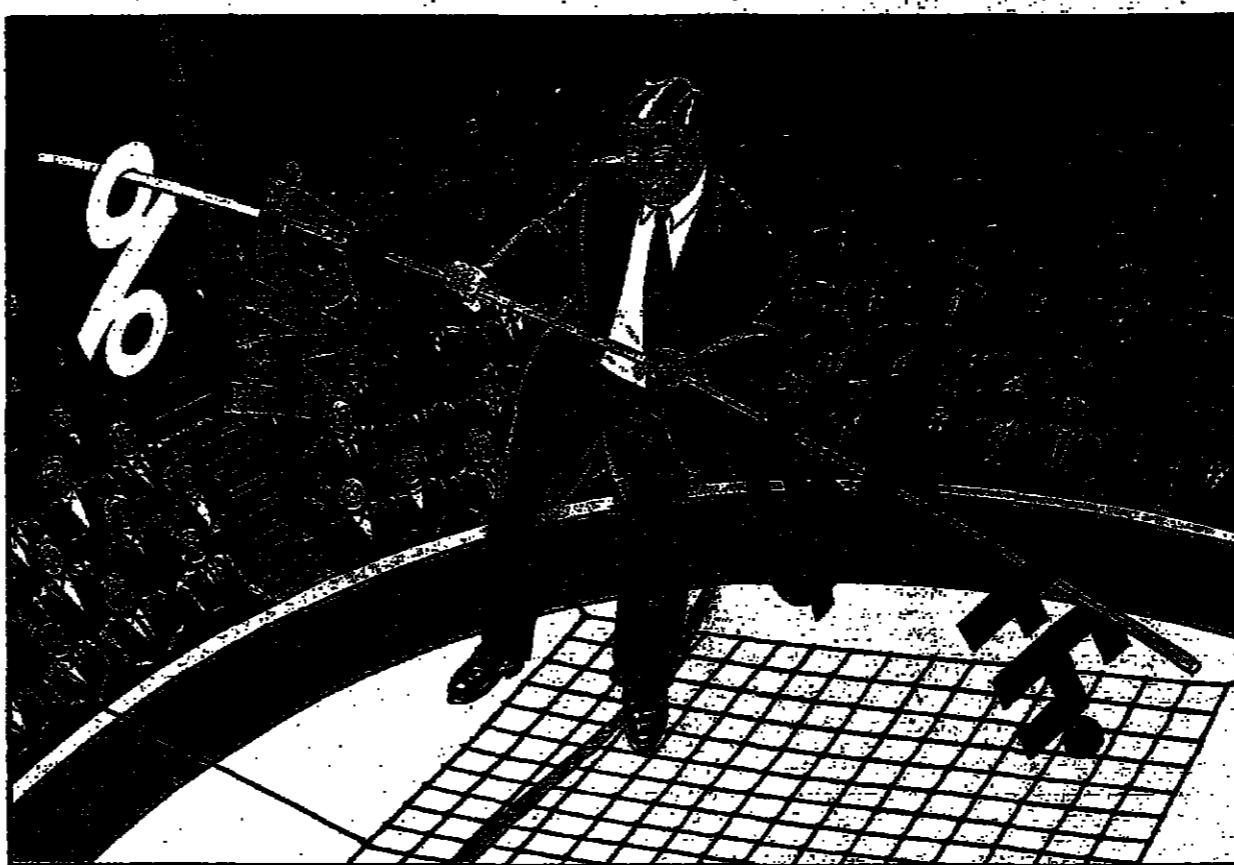
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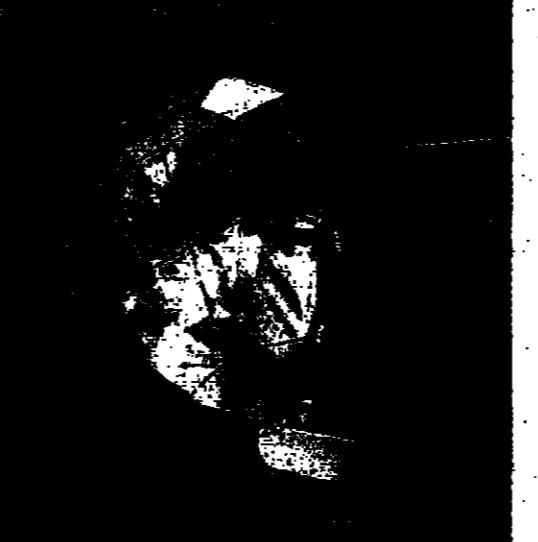
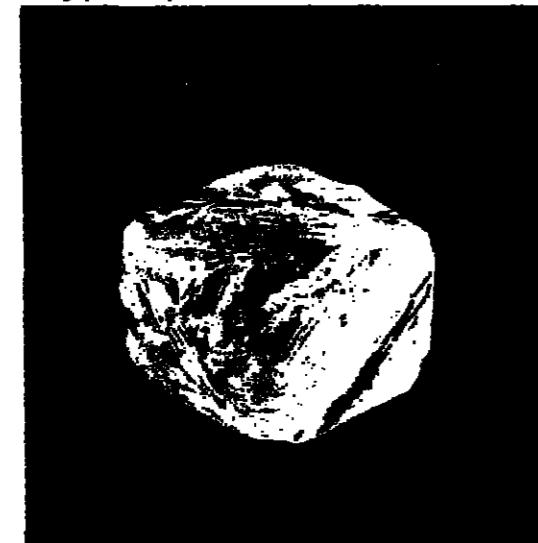
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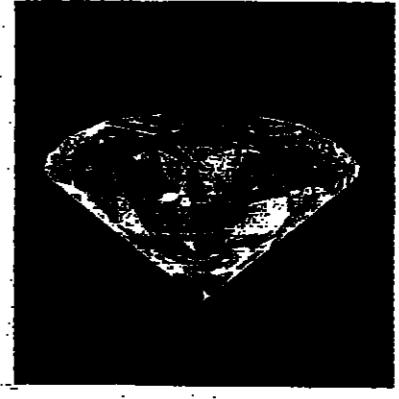
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## 2 DERIVATIVES

■ Disaster round-up: by James Harding and Conner Middelmann

## The signs that spell danger

Several big-figure financial losses have resulted in a more cautious approach

To the City's "rocket scientists" and the industry's finance directors, derivatives may seem the alchemy of modern finance, but to the average punter, they spell disaster.

The bank was the victim of its own star trader, Nick Leeson, and the absence of management controls to monitor his activities. Mr Leeson was responsible for both trading and back office records of his deals at Simex, the Singapore exchange.

Between 1992 and 1993, he built up positions in Nikkei 225 futures and options contracts, which in the early years proved highly profitable for Barings.

In the seven months to July 1994, Barings proprietary trading activities in Singapore generated a profit of \$30.7m, equivalent to roughly a fifth of the entire group's profit for the previous year.

One speciality was selling put and call options on the Nikkei, an instrument known as a straddle which bets against the volatility of the market.

During 1994, the markets performed reasonably well for Leeson, with the Nikkei contracts staying within a narrow range.

But in early 1995, the combination of the Kobe earthquake and a turn in investor sentiment against Japanese markets drove the Nikkei sharply down, resulting in huge losses for Barings.

Soon the margin calls on Leeson's contract had exceeded Barings capital base of \$540m and the bank was forced to cease trading.

Its employees were saved by Internationale Nederlanden Group, which bought Barings and took on its losses for £1.

Mettalgesellschaft: the German industrial and chemicals trading group, got caught out in 1993, when the markets turned against them on what originally seemed a comparatively safe bet.

The company sold petrol, diesel and heating oil and other products to customers on fixed price contracts up to 10 years

ahead. To protect itself against price movements, it hedged the full amount with futures and over-the-counter swap contracts.

Over the previous 10 years, the market had mostly been in backwardation, when spot prices exceed near futures prices, so hedging in short-dated futures would produce profits as each expiring contract yielded more than it cost.

The opposite to backwardation is a contango, when near futures prices rise above spot prices. This occurred in 1993 upsetting MG's calculations.

Every \$1 fall in the oil price meant an extra \$180m of margin payments. Losses approached \$50m a month.

There was some controversy over blame for the losses. After the banks weighed in and wound up the contracts, MG's derivatives dealers claimed that eventually profits on the delivery contracts would have offset the trading losses.

But auditors Wollert-Simendorf and CLE Treuarbeit, who produced a bulky report on the affair, said the losses were caused by the size of the trading exposure and not by the winding-up.

Eventually, banks, headed by Deutsche and Dresdner Bank, stepped in with a DM3.4bn (\$2.4bn at the time) to rescue Barings in January last year.

The company has sold assets, shed staff and cut costs and in 1995 has won investor favour, promising healthy profits for the year.

Procter and Gamble: last year, Procter and Gamble, the US consumer products group, was forced to take a \$102m after-tax charge in the first quarter, after getting caught short with highly leveraged interest rate swaps as monetary policy in Germany and the US moved against them.

An independent inquiry in 1991, however, showed that such was the level of the user's understanding, that the leader of the council and the finance department were not clear whether they were interested in futures or options transactions.

The council's activities in the money markets intensified in May 1987 when it began to become involved in swap options and other complex transactions, eventually totalling 550 transactions.

Despite the volume of contracts and the size of the risk, there was never any monitoring system established to track the performance and possible dangers of their derivatives business.

Eventually, the council got caught out on interest rates moving against the assumptions that lay behind their swap contracts.

When interest rates rose sharply, P&G lost money on the contracts, which they have since said were inconsistent with the company's internal policy on the use of derivatives.

P&G quickly turned on Bankers Trust, claiming they had been misled, and in the latest development in what has become the most acrimonious of derivatives court cases, filed a complaint against Bankers Trust under the US's anti-racketeering legislation.

Hammersmith and Fulham: the London local authority, ran up huge losses on derivatives contracts in the 1980s, as councillors and council workers succumbed to the advice of city brokers entering a complex financial market they barely understood.

When it emerged that the contracts were unenforceable, the House of Lords ruled that local authorities did not have the power to enter into swaps contracts.

The London borough entered the sterling interest rate swaps market on December 1, 1983. Council finance officers had visited the London International Financial Futures Exchange, where the idea of using swaps to reduce the sensitivity of the council's borrowings to interest rate fluctuations was explained to them.

An independent inquiry in 1991, however, showed that such was the level of the user's understanding, that the leader of the council and the finance department were not clear whether they were interested in futures or options transactions.

The demise early this year of the UK bank Barings in the wake of unsupervised futures dealings in Asia, and a similar debacle last year that brought German industrial giant Metallgesellschaft to near bankruptcy have prompted a raft of international reform initiatives.

The Barings crisis has inspired a far more open discussion by derivatives regulators around the world about how better to share information and upgrade the quality of supervision so that a similar event might be detected before it becomes a crisis. On the same note, futures traders are coming to terms with the reality that differences in bankruptcy laws worldwide result in uneven protections for customers.

Although none of the past year's high-profile derivatives losses – Barings, Metallgesellschaft, or Orange County – has resulted in a systemic crisis, they have reminded regulators of the need to upgrade standards for derivatives supervision.

Furthermore, a landmark fraud settlement in the US involving derivatives dealer Bankers Trust Securities and its client Gibson Greetings has sent swaps traders and other over-the-counter dealers in tailored instruments scrambling to write voluntary codes of conduct to clarify the rules of their rather obscure game.

A change in legislative climate in Washington, with the new Republican Congress, has headed off any additional legal restrictions to derivatives trading in the US. At the same time, established regulatory agencies have taken the opportunity to expand their reach into derivatives supervision through disciplinary rulings.

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One of the most notable supervisory undertakings to follow the Barings crisis has been the Windham Accord. At a meeting in the UK early this summer, derivatives regulators from several countries agreed to work more closely together

■ Regulation: by Laurie Morse

## Codes of conduct abound

High-profile losses this year have prompted several initiatives for reform

High-profile losses linked to derivatives transactions have kept financial journalists busy during the past 18 months, and have left financial regulators puzzling over how best to protect end-users of risk management products, and how even to protect derivatives dealers from themselves.

Although none of the past year's high-profile derivatives losses – Barings, Metallgesellschaft, or Orange County – has resulted in a systemic crisis, they have reminded regulators of the need to upgrade standards for derivatives supervision.

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US financial regulators and exchanges are also constructing some "trigger mechanisms" that allow wider information sharing between agencies when a company's market position becomes large in relation to its capital, or when that position comprises a significant percentage of open trades in a particular market. Those same triggers will be presented next year to international regulators, to see if they would be useful globally.

Interestingly, the Securities and Exchange Commission this summer also sanctioned Gibson Greetings for its dealings with Bankers Trust, saying that while the company may have been a victim of fraud, that did not excuse corporate management from the responsibility of understanding the risk inherent in its Treasury operations.

In direct response to the Bankers Trust/Gibson case, over-the-counter derivatives dealers cobbled together an extensive document of voluntary conduct guidelines. Dubbed Principles and Practices for Wholesale Financial Market Transactions, the code has been criticised for its bias toward the dealer community and its assumption that dealers and end-users enter trades on equal footing as counterparties.

Essentially, the dealer group which drafted the guidelines wanted an iron-clad protection from a client returning after a losing trade and saying it had been put in an unsuitable transaction. Principles and Practices recommends its subscribers agree in writing ahead of a trade, if one counterparty feels it is relying solely on the other for information or advice.

The guidelines have alarmed some end-users, and the National Association of State Treasurers in the US has warned its members that by doing business with a company that uses the voluntary pact they may be waiving valuable legal rights.

US end-users are looking more favourably toward a new set of derivatives guidelines now in the draft stage in the UK, sponsored by London's Futures and Options Association.

■ Futures and options exchanges: by Emma Davey

## Slow but steady convergence

The OTC and the exchange-traded markets are now coming together under one umbrella

It was not so long ago that exchange-traded futures and options were seen as a very distinct market from derivatives, the latter being viewed as the over-the-counter, more complex and highbrow sector of which few had any understanding outside the confines of bank dealing rooms.

All that has changed. Now the two come under one umbrella and the convergence between the over-the-counter derivatives and the exchange-traded market continues at a slow but steady pace.

From the point of view of exchanges, the start of the decade caused many to be concerned that the burgeoning business done in swaps and OTC options would deprive them of potential business. Moreover, there was a great deal of cynicism and defensive talk from exchanges describing OTC derivatives as a shadowy world of unregulated activity with no watchdog to answer to.

As it became clearer that, rather than swallowing up exchange business, the OTC sector was growing at equal pace and indeed contributing strongly to such markets as Chicago Mercantile Exchange's (CME) eurodollar futures and options, exchanges have changed tack. They are now keen to offer market participants the flexibility of OTC products with the security of the exchange environment and clearing house mechanism. They are also embracing the knock-on business from OTC transactions, which are largely hedged on exchanges.

The first half of this decade has already seen substantial development in this respect. In the currency sector, for example, CME attempted to satisfy the demands of the foreign exchange derivatives market with its Rolling Spot products, first launched in June 1993.

These were designed to reflect the requirements of the foreign exchange swaps market with larger contract sizes and without some of the burdens of transacting in the OTC market.

The Philadelphia Stock Exchange has taken the notion a step further with its United Currency Options Market (UCOM). UCOM allows trading in up to 110 currency pairs in a more flexible structure than previously existed. These include the usual dollar, yen and large European currencies as well as some smaller ones, such as the Italian lira and Spanish peseta, that are only listed in Philadelphia. Joseph Rizello, executive vice-president of the exchange, predicts that in the future more currencies will be added to reflect the growing interest in such areas as eastern Europe and China.

Already, PHLX is setting up a relationship with the Hong Kong Futures Exchange to trade UCOM products, a project that should be under way in the first quarter of next year. HKFE, meanwhile, launched its own currency products, Rolling Forwards, on November 3, futures contracts on the D-Mark and the yen.

Flexibility is the key word when it comes to exchanges adapting products replicating OTC requirements. In the interest rate sector, these are seen on the Chicago Board of Trade, where Flex (trademark) options contracts can be traded on the US T-bond, 10-year T-note, five-year T-note and two-year T-note. CBoT also allows the trading of exchange for physicals on all its products.

Basis trading, or exchange for physicals, are common methods of trading by OTC players. These allow the simultaneous purchase or sale of a bond, for example, in the cash market and offsetting purchase or sale in the future market. Now, the principle of basis trading is being welcomed and incorporated by others. Liffe in London set up its Basis Trading Facility (BTF) on June 30 to enable traders to cross trades in the bond futures and cash market. The move has proved a success with an average of more than 2,500 bond contracts traded through BTF daily in October. In Germany, Deutsche Börse launched a similar scheme for its bond and bobi (Bundesobligation) futures on October 20.

On the same day as the launch of BTF, Liffe also introduced Flex options on the FTSE 100 stock index. This, too, was designed to meet the requirements of the more demanding institutional investors. Since its launch on June 30 to the end of October, the FTSE 100 Flex option has traded 51,500 contracts.

Liffe's launch was just the latest in a list of similar developments by exchanges initiated in Chicago. Flex (trademark) is a proprietary name belonging to the Chicago Board Options Exchange (CBOE), the first exchange to introduce the concept which allows participants trading exchange contracts to set their own size and delivery specifications. On CBOE, Flex options on the S&P 100 and 500, and Russell 2000 stock indices now account for an average daily dollar value of over \$164.5m. Other exchanges will follow suit, including Soffex in Switzerland, which plans to introduce a flexible option on its SMI stock index next year.

But it is not only in the product development that exchanges are able to service the derivatives industry. As concerns mount over counter-party risk in derivatives, exchanges are also looking at how they may lend their expertise in that area to the OTC sector. Already the Swedish-based OM exchange offers a tailor-made clearing service for swaps and other OTC trades in Stockholm and at its London subsidiary OMLX, while in Spain, Maff is awaiting regulatory approval to provide clearing for the Spanish swaps market.

But talk from the OTC sector itself suggests this is not the level of assistance it requires from exchanges. Rather, with the growth in the amount of swaps business now supported by collateral, the industry is looking to the expertise from exchange clearing houses in the management of that collateral. Latest available figures from the International Swaps & Derivatives Association (ISDA) suggest that around \$6.5bn of the current replacement value of swaps (totalling \$77.9bn) is collateralised. ISDA expects that level to grow.

It is with this in mind that Chicago's futures exchanges, CME and CBOE, have placed their services for the OTC sector. CME has developed the Swap Depository Trust, which is expected to be launched in the second quarter of 1996, while the Board of Trade Clearing Corporation (BOTCC) is due to unveil its Hybrid Instruments Transaction Service (HITS) at around the same time.

The author is managing editor of *Futures & Options World*.

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Financial futures exchanges in established trading centres such as London, Chicago, and Paris all experienced volume declines in the first half of this year, and business continued to lag through November.

By contrast, exchanges in "emerging" futures markets such as Brazil and Spain saw volume surge this year, led by stock index and interest rate trading. Brazil's BM&F nudged London's Liffe out of its ranking as the world's third busiest futures exchange, while Spain's Maff joined the top 10 rankings for the first time. Exchanges dealing primarily in commodities, such as the London Metals Exchange, found their business either remained flat or expanded in the first half of the year.

The author is managing editor of *Futures & Options World*.

## PROFILE

Matif

## Volumes drop 31 per cent

If 1995 has been an uncertain year for brokers on the world's derivatives exchanges, it has been one of at least equal volatility for Matif, the French financial futures exchange.

In line with many of its competitor markets, the volumes traded in Paris have been down sharply on 1994. Total volumes across all of its products were down 31 per cent during the 10 months to the end of October, with financial options down 40 per cent and futures by 25 per cent.

There was some compensation from commodities contracts, which rose by 6 per cent in the same period. On futures and options, the market has been boosted slightly since September by market uncertainties in the light of France's domestic political problems. For the full year, market officials estimate average volumes are likely to be about 25 per cent down on 1994.

But the apparent malaise is something which Gérard Pflauwadel, chairman of Matif, takes in his stride. "1995 is not the best year we have ever had," he says. "But we are in a cycle and we were more privileged in previous years, so it is only fair."

Compared with the sharp exchange and interest rate fluctuations of 1994, 1995 has been much calmer. He is sceptical whether reaction to



Matif locals have raised their voices against electronic trading

the Barings crisis, Procter & Gamble and other cases touching the problems with derivatives, have had a serious effect, but admits "they have not helped".

Despite his apparent insouciance, Mr Pflauwadel concedes that continued lower levels of activity in the long term would inevitably affect the Matif, which derives its income from commissions on the contracts it trades, and which is committed to a number of ambitious investment projects.

But far more important fluctuations have touched the exchange in Paris from the start of this year. In January, "locals" - the *négociateurs individuels de parquet* - effectively went on strike for about a week in a demonstration about changes to fees and broader issues concerning their link to Matif.

However, Matif achieved a significant victory in March when the UK Treasury finally gave approval for the organisation to become a "recognised investment exchange", more than two years after it had originally applied. That may turn out to be something of a hollow victory, particularly given that the European investment services directive will make such recognition obligatory once it is implemented, which is theoretically at the start of next year.



Gérard Pflauwadel: "1995 has not been our best year"

markets. Mr Pflauwadel is keen to stress how history has changed since the original agreement. At the time of the agreement, the two national derivatives exchanges were independent. Since then, the DTB has become an integral part of the Frankfurt stock exchange.

Equally, the discussions were taking place against a backdrop of the possibility of monetary union by 1997. This summer, EU ministers at the Cannes summit eased off much of the pressure by formally agreeing that the union would take place at the earliest in 1999.

Some observers believed the exchanges' decision was a stalling action which would scupper any plans for eventual co-operation.

However, at the start of November the Paris and Frankfurt combined organisations announced an outline accord.

In principle, the German exchanges will provide the technology for electronic trading on the Paris and Frankfurt derivatives markets, while the French stock exchange will provide the systems in both markets for equities. A final decision is to be made by the end of March next year, after which the choice of which derivatives contracts will be offered is due to follow.

A number of uncertainties remain. Frankfurt is not yet formally committed to using the French system and is considering alternatives. Opposition will also remain to the shift towards electronic trading of Matif, and fears that this may delocalise the market.

But Mr Pflauwadel is confident and stresses the importance of continuing to find new products and new ways to innovate in the future. Matif is poised to make the decision on whether to launch a new commodities futures product for wheat, following the relative success of its raps market.

Andrew Jack and Richard Lapper

## Alliances between markets: by Richard Lapper

## Strategic global electronic connections

Links have recently been forged between several exchanges, seeking to reach new markets

Of all the political international discussions involving the Matif, none has been more fundamental than the meandering nature of negotiations held between it and the Deutsche Terminbörse (DTB), its Frankfurt equivalent. Events over the past few months have radically altered the original plans.

The two bodies originally signed an agreement in December 1993. The aim was to bring the exchanges together, initially by each exchange offering for electronic trading of some of its products of its counterpart.

In September 1994, DTB met its side of the bargain by offering the German bond and medium-term bond to traders based in Paris. In line with the accord, Matif was to select two products from a shortlist of four which would be reciprocally offered to Frankfurt.

Instead, there was considerable debate and controversy during the spring and summer, not least with voices raised by the Matif locals, who feared losing their market if the open outcry system was displaced by electronic trading.

It culminated in a statement in April that the agreement was being subsumed into far broader talks about co-operation between the German and French stock exchanges as well as their derivatives

market via products more successfully in the US, and give the CBOE improved access to the European market.

Separately, the electronic link-up in the autumn of 1994 between France's Matif and Germany's Deutsche Börse highlights the use of new computer-based trading technologies. The exchanges have agreed to trade a select number of products over a common electronic network and are now looking to expand the agreement to cash equity markets.

In addition, there has been a plethora of other connections. European and US exchanges have made a number of initiatives to link up with smaller but rapidly growing Asian exchanges, and a number of the world's commodity derivatives exchanges are seeking connections with the bigger financial markets.

As well as its link with the CBOE and Tiffe, Liffe also has links with Simex, the Singapore exchange, which is already tied to the Chicago Mercantile Exchange (CME) in one of the most successful exchange link-ups.

Separately, both Liffe and the CBOE are also involved in talks with the London Commodity Exchange (LCE), which simultaneously has discussed

merger with the New York Coffee Sugar and Cocoa Exchange and the International Petroleum Exchange.

The New York Mercantile Exchange's tie-up with the Sydney Futures Exchange will allow Sydney brokers to trade electronically Nymex's oil and natural gas contracts during the Australian day, while the Philadelphia Stock Exchange has a link with the Hong Kong Futures Exchange.

The connections are happening for a variety of reasons. The world's largest investment banks and securities houses - which own and control a number of exchanges - are tending to exert greater influence, and demanding much greater co-operation between the markets. These banks are increasingly offering integrated global services to their customers, ranging from trading to settlement and clearing activities. With banks and investors taking an integrated approach to financial markets, the traditional lines dividing different kinds of commodity exchange and financial markets are seen as increasingly artificial.

At the same time, with volumes falling and costs rising, dealers are becoming conscious of the need to make economies. The number of financial futures and options contracts

sold in the first half of 1995 totalled \$81.6m compared with \$70m in the same period last year, for example. "The rates are not looking as attractive as they were," says Alex Cooper, director at Crédit Lyonnais.

Rouse in London. "The major players have all the infrastructure in place but are not operating at full capacity and want to reduce costs," he says.

Links are also favoured because of the rising concern about the security of the derivatives markets in the wake of the collapse of Barings Bank in February. Investigations into the Barings debacle have uncovered low levels of co-operation between the markets. These banks are increasingly offering integrated global services to their customers, ranging from trading to settlement and clearing activities.

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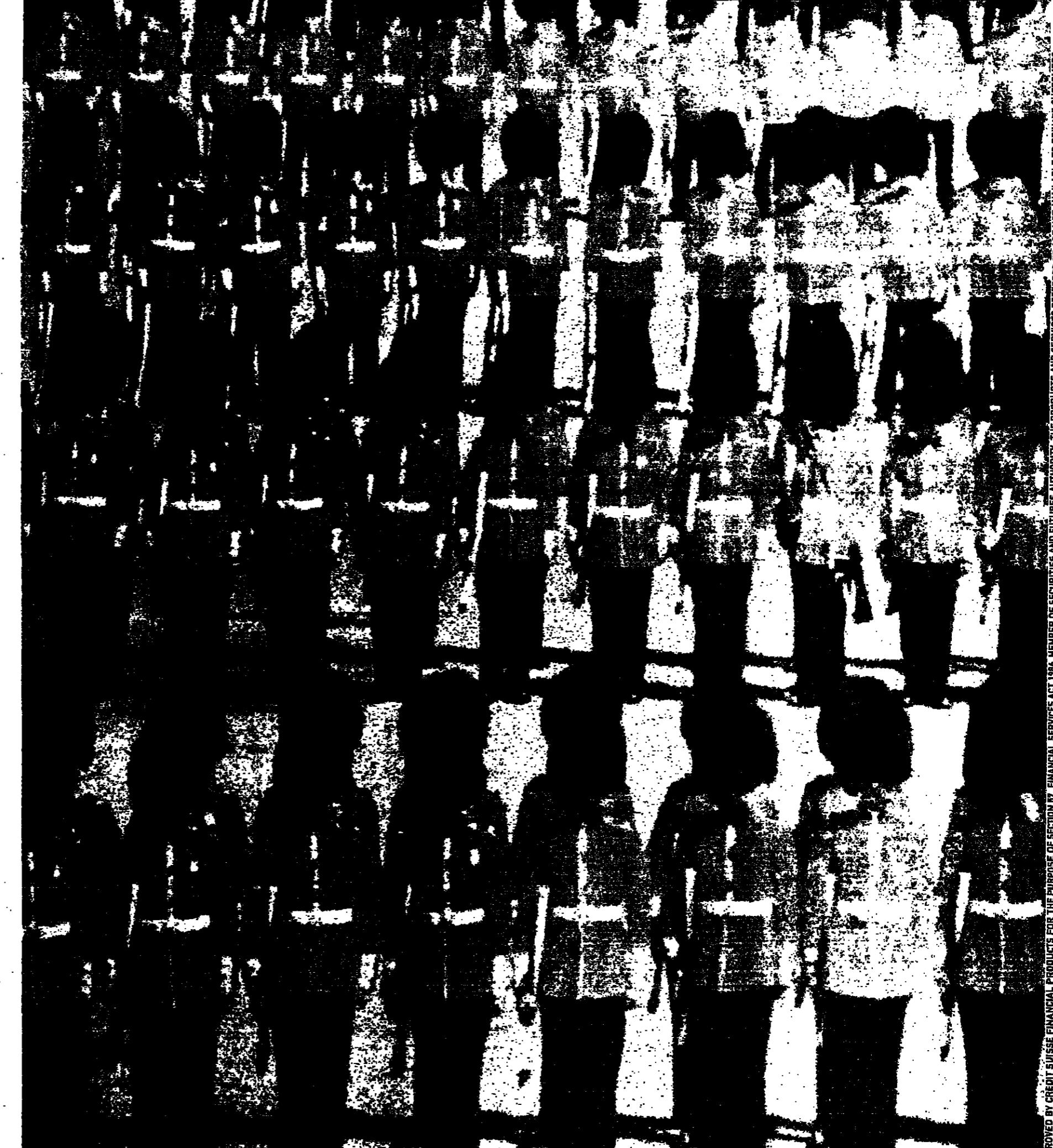
exchange members saw revenues and profits being generated by the development of new products," says Mr Bruce. "Now that new product development has dropped off, exchange members and the exchanges themselves are looking to grow through wider distribution."

In addition, the alliances reflect an intensification of competition between exchanges. In Europe, Liffe and Germany's DTB have battled for control of the continent's biggest bond futures contract. So far, Liffe has been successful, retaining a market share of some 70 per cent, but the commercial battle could begin to assume another dimension as the exchanges' respective alliances develop.

Liffe's own strategic initiatives - linking it with exchanges in two different time zones - was launched following its decision to reject participation in Globex.

Increasingly, different trading philosophies are influencing alliances, too. "People now accept that there is competition between exchanges - previously they didn't think in those terms. This reflects a more hard-headed commercial approach," says Ruben Lee, the director of the Oxford Finance Group.

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## 4 DERIVATIVES

■ **Equity derivatives** by Henry Harrington

## Vanilla the flavour of the times

Retail investors are using equity derivatives in larger amounts than ever before

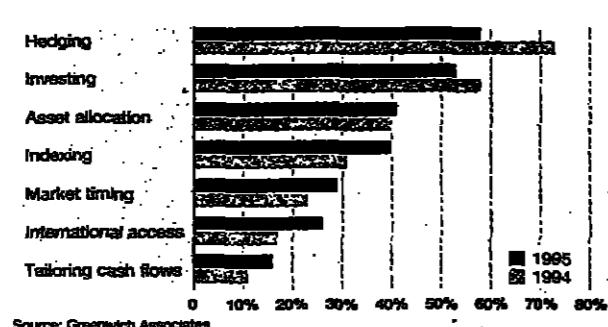
The market for equity derivatives has become a forum for apparent paradoxes. Public hostility to the dangers of derivatives, highlighted in such events as the Barings collapse, has been matched by an explosion in the sales of retail equity derivative products.

Derivatives houses, trying to drum up demand for their products for asset allocation and hedging, are, at the same time, cautioning about investment in equity derivatives as a separate asset class.

And among professional investors, a growing sophistication and understanding of derivatives, rather than encouraging the use of more complex instruments, has seen users go "back to basics" seeking "plain vanilla" products.

Ricardo Pascoe, managing director and head of international equities at Bankers Trust International in London, says: "There has never been such an awareness among the public about derivatives, and people are viewing derivatives in a negative sense. Yet, at the same time, retail investors are using equity derivatives in larger amounts than ever before. The same person reads the paper in the morning and says they should outlaw derivatives, then, at lunch time, might go over to his building society and buy a 'Footsie-linked note. It is such a paradox." He adds: "There has been tremendous growth for us in the retail derivatives market. It is a small percentage of our overall business - 10 per cent to 15 per cent - but we can see it growing to a third of our derivatives business in the future."

In the institutional level, Patrick Whalen, managing director in charge of equity derivatives at Morgan Stanley in London, says in the "equification" of Europe, the switch from debt securities to equities, he detects a growing use of equity futures contracts in restructuring, transition of portfolios and changes in asset

**Reasons institutions use equity derivatives**

Source: Greenwich Associates

allocation. "The growth in equity markets is really going to come in through the equity derivative products," he maintains.

And a survey of institutional investors by Greenwich Associates confirms that the use of equity derivatives is on the rise, rather than declining. The Greenwich, Connecticut-based consultants found that not only has trading grown by 20 per cent over the past year, but the number of users has grown as a separate asset class.

Greenwich Associates found that institutions using equity derivatives for investment purposes has declined considerably.

However, their use for enhancing returns, locking in gains, for example at the year end, and gaining international exposure (such as entering restricted emerging markets) has risen significantly.

Mr Whalen stresses that the use of equity derivatives as a tool to help execute investment strategies should not be confused with investment in

**Equity derivatives**

Total trading volume in the US

OTC \$110bn

Listed \$220bn

Based on 114 responding accounts

Source: Greenwich Associates

equity derivatives as a separate asset class.

The concept of an equity derivatives sales person to me is a bit in error because, for the most part, these are implementation tools; it is a way of doing your business better.

The Greenwich, Connecticut-based consultants found that not only has trading grown by 20 per cent over the past year, but the number of users has grown as a separate asset class.

That said, Bankers Trust put their faith in an employee stock ownership scheme (Esop) which it devised in 1988 that uses equity derivatives to engineer asset ownership, in spite of fruitless government attempts to sell the idea of share ownership in privatised companies to employees.

Employees may be reluctant to take up offers of, often heavily discounted, shares when the companies they work for all rose significantly.

Besides lacking the funds, they may fear what Bankers Trust's Mr Pascoe calls "the double jeopardy issue". "Imagine that you buy shares in the company you work for with a large proportion of your personal savings. If the company ends up having trouble it is possible that you might lose your position and your savings."

During the privatisation of Rhone-Poulenc, the French Treasury's 20 per cent discount on shares offered to employees was widely accepted.

Bankers Trust proposed that instead of dropping the price of the shares, which still exposed the purchasers to potential loss if the market fell, the discount could be used to buy a hedge with the risk transferred to

Bankers Trust. Bankers Trust put a floor under the share price. The protection of the capital, guaranteed by Bankers Trust, meant the shares could be used as collateral for a loan.

Mr Pascoe explains: "The employee would pay for one share. Bankers Trust guaranteed that he would get his money back on that one share as well as on nine additional shares. We arranged for a French bank to lend him the money to buy the other nine shares. Again Bankers Trust guaranteed that the value of the shares would be enough to repay loan. This meant the French bank did not have to investigate the creditworthiness of each individual."

The cost to the employee was surrendering any increase in the market value on four of the 10 shares. "They end up buying one and getting the economic upside of 10, 50 per cent of the upside of 10 and no downside," Mr Pascoe says.

Esops have been used successfully in other privatisations in France. Mr Pascoe does not see their use confined to privatisations but with some \$200bn worth of privatisations due over in the next five years worldwide there is potential.

Despite the obvious benefits of such a scheme to the end users there are those in the derivatives business who admit privately that the derivatives industry went through a period where it was driven by product creation rather than by investor need.

It is something of an irony that now that derivatives houses are making earnest efforts to educate end users, those benefiting from the education are going "back to basics".

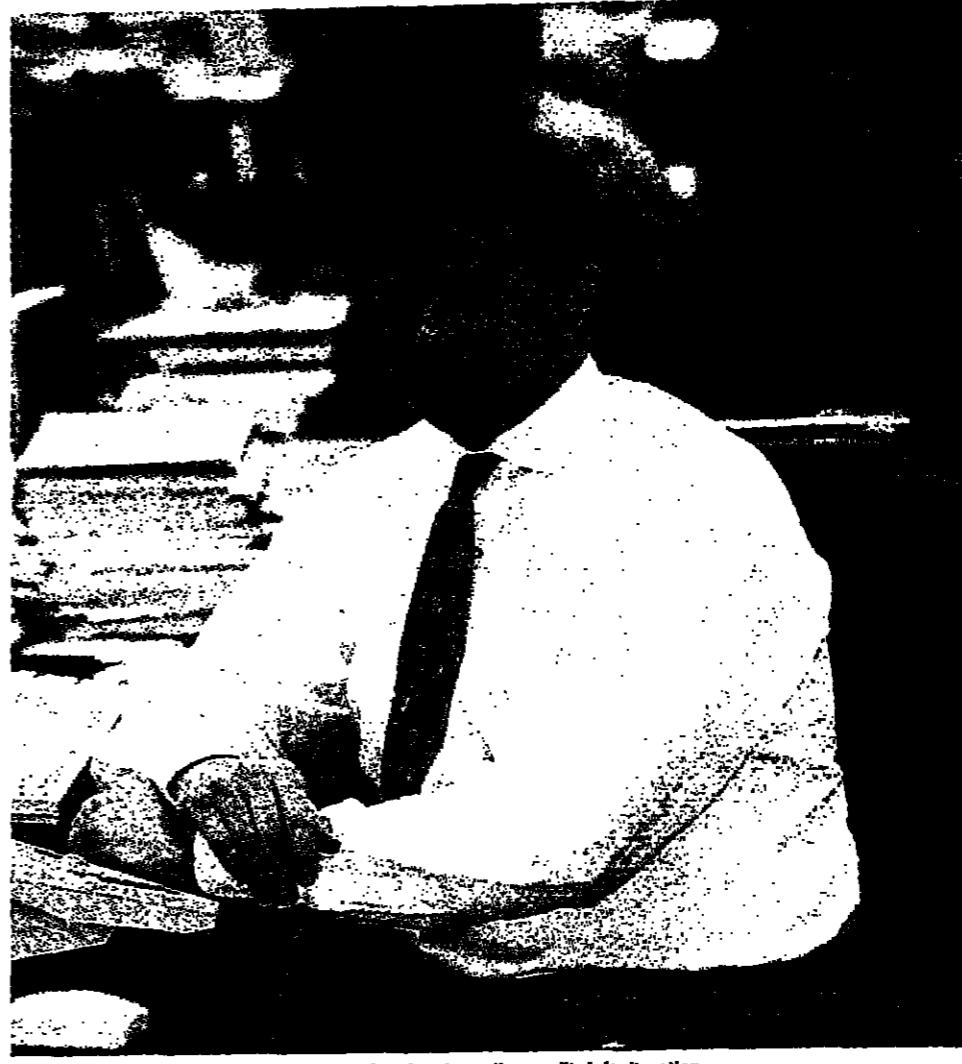
David Baker, director, equity derivatives Société Générale in London, says: "In the market for over-the-counter (OTC) structured products we are seeing the need for simpler products. The demand for something with bells and whistles has become smaller. When people do these trades they tend to be less complicated. People realise that you can have the same economic effect through a simpler overlay of options so there is no need to use complicated options."

During the privatisation of Rhone-Poulenc, the French Treasury's 20 per cent discount on shares offered to employees was widely accepted.

Bankers Trust proposed that instead of dropping the price of the shares, which still exposed the purchasers to potential loss if the market fell, the discount could be used to buy a hedge with the risk transferred to

■ **Credit derivatives** by Antonia Sharpe

## Latest tool to manage risks



Martin Kannengiesser: the most viable product has been the credit default option

This product is heading for the same degree of growth as interest-rate derivatives

As growth in the derivatives market slows and competition becomes more intense, banks are under pressure to develop new products to stay ahead of their rivals. Over the past 12 to 18 months, one of the latest innovations attracting attention is credit derivatives.

The origins of credit derivatives lie with the banks themselves, which devised them as a tool to manage their own credit risks. It has been a logical step to market the products to their clients.

Martin Kannengiesser, vice-president in credit derivatives at Credit Suisse Financial Products in London, says that although credit derivatives encompass a wide variety of products, the most viable has been the credit default option.

This option protects the buyer against the default of a specific corporate or sovereign credit or credits. The life of the option can be for one month or for 10 years, though the average maturity is usually between three and five years.

For example, such an option might be taken out by a company which expects to be paid \$20m in three years' time when it completes a project in a foreign country. However, since the country in question has a patchy record on payments it wants a guarantee in the event of a default.

The company taking out the option will pay an annual or semi-annual payment to the bank which has structured the option. In the event of a default, or a breach of other criteria agreed at the start of the option, the company will receive a payment.

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It is also possible for the buyer, which has the end result of freeing a new line of credit.

Credit derivatives can also be used to help banks use credit lines which are not taken up by clients due to the lack of a relationship. It is quite usual that banks' credit lines are more diversified than their credit exposure.

For example, a German bank might have heavy exposure to German companies but very little to French companies despite having credit lines in place to lend to such borrowers.

In the case of banks using the options as a risk management tool, Mr Kannengiesser says one of the main benefits of the product is that it allows banks to stay within their internal credit limits for specific countries, counterparties and credit ratings.

Latin America or other emerging markets usually spring to mind when bankers talk about excessive credit exposure and many transactions using credit derivatives are aimed at such credits. However, they can also be applied to loans made to borrowers which are generally thought unlikely to default.

It is believed that the decline in the quality of the Japanese banking system has led several international lending institutions to consider credit derivatives as a way to reduce their exposure to Japan.

Another structure which is often used is based on the post-default reference price of a reference security, and the payout would be equal to the difference between the post and the reference price. This type of option is usually cheaper than an option with a fixed payout.

To get round this problem, the bank can take out an option protecting itself against a possible default by the borrower, which has the end result of freeing a new line of credit.

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Nevertheless, banks are keen to participate in this market because of its potential to grow. Dipak Rastogi, head of global derivatives at Citicorp, says the inefficiency of pricing credit - because lending institutions have differing views on the same credit - makes this a perfect area for derivatives.

"Credit is a large risk in every economy since each commercial transaction has a credit component unless it is settled by cash," he says.

The notional amount of credit derivatives transactions ranges between \$1m and \$20m because of the specific nature of the market. Virtually all the products are designed for end-users so there is no meaningful trading or liquidity.

"It is a very customised market but terms are becoming standardised," says Pat Britt, head of structured swaps at Prebon Yamane, an American inter-dealer broker which specialises in derivative products.

Although credit derivatives are a relatively new product, the profit margins on them are already being eroded by the stiff competition among banks.

In addition, banks are in competition with insurance companies which offer credit insurance and with government export agencies which effectively guarantee most of the payment due on a specific project.

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However, in the same way that interest-rate derivatives have grown over the last decade from a niche market to a huge trading market, all the signs are that credit derivatives are heading in the same direction. "In one year we will have made a quantum leap," says Mr Britt.

■ **Currency options** by Graham Bowley

## New breed of exotics thrives

Volatility has made it necessary for banks to develop more creative ideas

Events on the foreign currency exchanges this year have combined to trigger rapid growth in the "exotic" over-the-counter currency options market.

The US dollar's rapid decline to new post-war lows against the Japanese yen earlier this year and the tensions in September surrounding Europe's progress towards a single currency were among the main reasons why users turned to more sophisticated currency options products for greater protection against increased uncertainty and volatility on the currency markets.

While the use of standard "vanilla" products has continued to grow steadily, the greater flexibility and ease of use of exotic options, which are tailored more closely to customers' needs than the standard over-the-counter products, has meant that vanilla products have been outstripped by exotics.

And events have been so dramatic that this year has seen especially rapid growth in a new breed of more structured exotic instruments which combine exotic options as well as vanilla or conventional instruments.

"Volatility has created the need for banks to come up with more creative and tailored ideas," said Sam Sullivan, head of foreign exchange options marketing for Europe at Chase Manhattan Bank in London. "Demand from customers has been much stronger this year for exotic options - they are looking for alterna-

tives, each with either a knock-out or knock-in feature.

The first currency options were traded in the US in December 1982. Their use grew throughout the 1980s, largely because of the greater flexibility they offered compared with the underlying cash markets.

For the first few years standard over-the-counter vanilla options were used almost exclusively. But by the end of the 1980s users started to turn to the more exotic options. The use of exotic accelerated rapidly in the early 1990s, helped not least by events such as the 1992 and 1993 crises in the European exchange rate mechanism, which triggered enormous volatility in currency markets.

On some estimates, exotic currency options now account for between 10-15 per cent of overall OTC currency options traded.

Some of the most popular exotic options used include:

■ Average rate options, the settlement of which involve an average exchange rate rather than a single spot rate;

■ Barriers, which have become especially widely used;

■ Binary or digital options, which involve discontinuous pay-offs; and

■ Basket options which collect together a number of currencies into one basket and which rely on correlation between put and call currencies.

Barriers options have become an especially popular tool for managing foreign exchange risk. They now account, on some estimates, for around 10 per cent of all currency option business. This growing interest in barriers contrasts with falling demand for aggressively leveraged products.

There are four basic types of barrier options - calls and puts, each with either a knock-out or knock-in feature.

A knock-in barrier option nothing at expiry unless it first "activated" as a result of the underlying exchange rate reaching a certain level (the barrier). A knock-out option, on the other hand, begins life as a standard option but is "killed off" if the underlying exchange rate touches the barrier. Because of their uncertain life, barrier options are generally much cheaper than conventional options.

But the move to even more highly structured products this year has seen the increasing use of new types of hedging instruments.

One of the most popular has been the so-called "forward extra", which is used to hedge underlying cash exposures. It is a combination of a vanilla option and a reverse knock-in barrier option. Another is the "range binary", which is a derivative of the binary option family and which is generally used as a trading instrument, although it can also have hedging applications when used with an option.

John Wareham, head of global foreign exchange markets at Merrill Lynch in London, agrees with the view that the currency options market is now characterised by increasing complexity.

He thinks that trading volumes overall reached a peak around two years ago. While speculation on the rise or fall of the yen this year has led to some extremely large options trades that have had a profound impact on the underlying cash market, activity overall has declined in the absence of events as cataclysmic as the ERM crisis.

In addition, profitability of

the more exotic options has declined as the technology underlying them has become more widely available and more banks have been able to offer the new products to customers.

Those instruments considered "exotic" only a few years ago have in time become standard "vanilla" products, freely available in liquid secondary markets.

But this decline in profitability and the lack of growth in the market as a whole has meant that banks have looked to increasingly complicated products, which offer customers even more precise hedges, as a means of boosting their business.

"There has been a general rise in the level of complexity but it is becoming increasingly difficult to take it any further," Mr Wareham said.

For Mr Wareham, perhaps the most important innovation over the past 12 months has been the introduction of exotic options tied to emerging market currencies.

While the first currency options were traded on exchanges, most of the subsequent growth in the market since the early 1980s has been in over-the-counter products - to such an extent that the OTC market now eclipses the exchange traded market.

There has, however, been attempts recently to breathe new life into the trading of currency options on exchanges. Last year, the Philadelphia Stock Exchange, the world's largest currency options exchange, began its *United Currency Options Market* in an attempt to bring together the benefits of listed exchange trading with the advantages of over-the-counter products, which are customised to meet a user's particular needs.

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Futures trading involves risk

JP Morgan

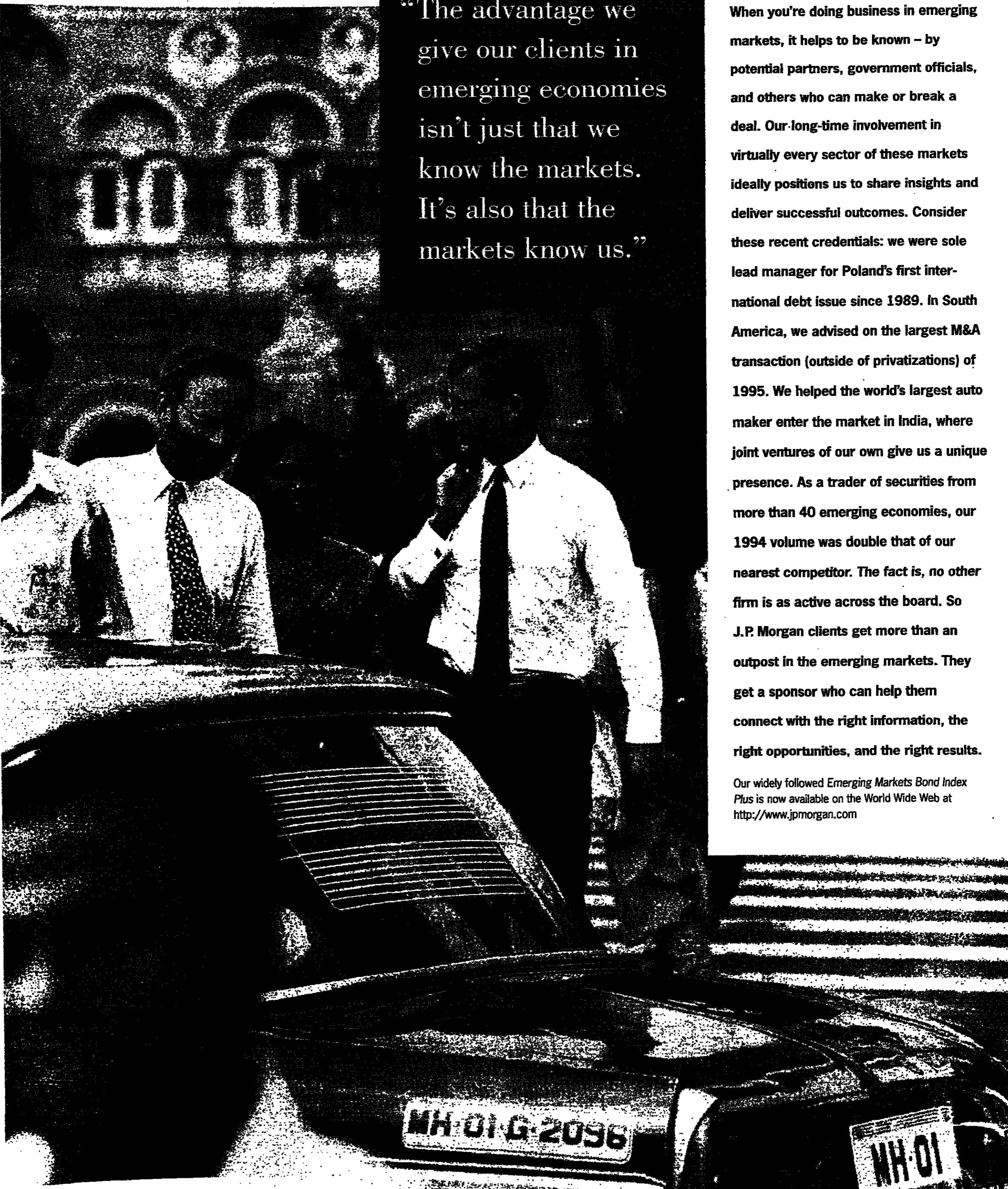
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J.P. Morgan bankers in Bombay with joint venture colleague (center).

**JPMorgan**

## CASE STUDY Malaysia

## Step closer to becoming a well-rounded market

The new Kuala Lumpur Options and Financial Futures Exchange (Kloffe), to be launched next month, will bring Malaysia a step closer to its ambition of becoming a leading financial centre in south-east Asia.

Undaunted by the Barings debacle in neighbouring Singapore earlier this year and the bad press and law suits surrounding derivatives worldwide, Malaysia is pressing ahead, hoping that the long-planned derivatives exchange will boost the appeal of Malaysia's markets and attract more international investors.

"Malaysia has seen the growth in the derivatives markets in other parts of the world and the substantial development of its own capital markets, and decided it needed a derivatives industry to be a well-rounded market," says John Duggan, Kloffe's chief operating officer. The exchange will open with a futures contract on the Kuala Lumpur Stock Exchange's Composite Index of 100 capital-weighted stocks, followed next year by equity options.

"Having stock index futures, options on the index and options on individual stocks will increase liquidity of the cash market and allow investors to manage their portfolios and their risks better," says Khalil Anuar Abdullah, a director at Malaysia's Securities Commission, which, together with the finance ministry, regulates and supervises the exchange. "Currently, the only way a fund manager can reduce his exposure is to sell his holdings. In the future, derivatives will allow him to go in and out of the market without selling the underlying shares."

Separately, the Malaysia Monetary Exchange (MMEX) will start trading with a three-month interest rate future based on the three-month Kuala Lumpur inter-bank offered rate. The exchange also plans to launch currency options.

Trading on Kloffe will be screen-based with open-outcry will be used on the MMEX. Both exchanges will share one clearing house which they jointly own, the Malaysian Derivatives Clearing House.

"This brings risk management into a single arena and will allow the

exchanges to get a better picture of participants' risk exposure," says Mr Duggan. "The Barings incident highlighted the importance of cross-exchange communication." Moreover, he says, having only one clearing centre represents cost savings for members who will not have to set up separate clearing infrastructures and financial guarantees.

For the sake of greater transparency, however, members will be required to run separate trading accounts for their own and their clients' positions. "The segregation of house accounts and client accounts will prevent the co-mingling of different clients' positions and

the securities arm of Malaysia's largest merchant banking group.

Singapore's Simex, for

instance, lists derivatives on the Japanese Nikkei stock index and foreign currencies, but does not trade derivatives based on the Singapore dollar or stock index.

Mr Lee expects the creation of Kloffe to boost volume in the underlying stock market. In the absence of a stock index future, several offshore US banks currently trade baskets of stocks on the KLCSE in over-the-counter dealings. "If we can bring that business on-shore and on to an official exchange, overall volume should increase."

There is even talk that Kloffe could develop an Asean-Index future, based on a composite of its neighbours' stock markets, or a "Halal" index containing only the shares of Islamically-correct companies. However, "all that is a long way off - we have to learn to walk before we can run," says a Kuala Lumpur banker.

Initially, a large number of trades on Kloffe are expected to come from retail investors taking a gamble on the stock market, attracted by the additional leverage and lower cost outlay of derivatives over cash shares.

"Because of the huge retail penetration of the underlying market, retail could initially make up about two-thirds of volume," says Mr Duggan.

"But that will probably shift to the more traditional one-third retail, two-thirds institutional balance as retail investors learn that derivatives can be a risky business and institutions get more involved in the product."

Some speculative trading could also come from proprietary traders at international investment banks, as well as US-based hedge funds and commodity trading advisers, or CTAs.

Speculation per se isn't bad - it adds liquidity," says Mr Khalil Anuar Abdullah, a director at Malaysia's Securities Commission. "If I might paraphrase Keynes: A few bubbles of speculation in a stream of enterprise is to be expected, but not the other way round."

While more widespread hedging of cash positions with derivatives could reduce the trading risks of individual market participants, the volatility of the underlying stock market is unlikely to be significantly dampened by the introduction of the derivatives exchanges.

Conner Middelmann

Kuala Lumpur: new exchange set to open next month

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Kloffe certainly has a lot of things in its favour. For one, Malaysia's seven years of economic growth above 8 per cent have fuelled the explosive expansion of a liquid, diversified stock market - the region's largest in terms of capitalisation.

Moreover, Malaysia's prospects to become a regional financial centre have been boosted by a package of wide-ranging capital market reforms, announced by the government in June and aimed at attracting more foreign participants.

"Billions of dollars are looking for a home in south-east Asia," says Mr Duggan. "MMEX and Kloffe will allow easier entry for newcomers, and more flexibility for those who are already active on the KLCSE."

Moreover, Kloffe will be unique in that it will be the only futures exchange in the Association of South East Asian Nations (Asean) to list an index based on home-grown products, rather than another country's securities," says Lee Siang Chin, managing director of Arab-Malaysian Securities.

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■ New products: by Richard Irving

## A licence for fresh markets

Specialists are aiming to engineer a whole range of potentially lucrative products

Futures and options on fishing rights, endangered species and even permits aimed at combatting the threat of global warming could be among a welter of new environmental derivative products reaching the world's trading floors before the end of the century.

According to Richard Sandor, chairman and chief executive of Centre Financial Products, the New York-based derivatives boutique, Wall Street specialists are looking to apply their financial engineering know-how to a whole range of potentially lucrative markets, from pollution control to crop yield insurance.

Mr Sandor, a former director of the Chicago Board of Trade (CBOT) and a founding father of the financial derivatives industry, says it is only a matter of time before atmospheric pollutants such as carbon dioxide are commoditised and traded as freely-tradeable instruments. At least one leading US bank is looking at a way to create a two-way market in pollution licences and more are expected to follow suit as further amendments to the US Clean Air Act (1990) are introduced.

Already the US Environmental Protection Agency is pioneering a programme aimed at reducing sulphur dioxide emissions, the principal pollutant in acid rain, by up to 10m tonnes a year. Together with the CBOT, the agency runs a sealed auction each year where power utilities can trade licences granting them certain emission rights on a spot, six- and seven-year forward basis. The latest auction, held this March, raised more than \$22m and garnered bids for licences from around 140 industry participants.

A similar market in carbon dioxide emission licences, backed by a global accord and based in each of the Asian, European and North American time zones, is being considered by a United Nations environmental working party and

could be up and running by early 1998. Although little exists in the way of infrastructure, the potential for a burgeoning swaps market, where, for example, a user might want to put out a cash flow linked to an oxygen-producing asset and receive a cash flow linked to a securitised carbon dioxide emission licence, is massive, Mr Sandor says.

"We've already shown that a market-based psychology can re-invent environmental regulation. If it can unambiguously stop acid rain in its tracks,

become the single largest derivatives market of them all. In particular, the catastrophe insurance sector is desperate short of capital and unable to generate enough capacity to write new business - the loss potential from just one earthquake or hurricane, for example, could stretch the resources of the US's \$200bn insurance pool to breaking point.

Moreover, investment bankers stand ready to encourage portfolio managers to accept insurance derivatives as a means to diversify away from

DERIVATIVES SALES ARE DOWN AGAIN. WE NEED A NEW PRODUCT THAT INVESTORS DON'T FULLY UNDERSTAND



then it can help combat the threat of global warming," he says.

Commodification of fishing rights and land to support endangered species could follow if the concept proves successful.

Mr Sandor has a remarkable gift for turning potential derivative applications into multi-billion dollar markets. As well as pioneering futures and options on interest rates and currencies in the late 1970s and early 80s he continues to play a pivotal role in encouraging closer links between the capital markets and the insurance industry.

Supporters believe trade in insurance futures and options contracts has the potential to

the more traditional capital markets: "The good news is that insurance derivatives represent totally new asset class," says Marcus Everard, managing director of Crédit Suisse Financial Products in London. "The bad news is, that they represent a totally new asset class and thus have limited appeal to what is traditionally a conservative end of the market." But, he adds, while there's still a good deal more talk than action, much of the hype surrounding the launch of insurance derivatives has died down. "Expectations are at least more realistic now," he says.

Perplexed by the low trading volumes passing through the floor and convinced that the

devil lies in the detail, the CBOT recently launched a new series of options on nine catastrophe loss indices compiled by Property Claim Services, a leading supplier of loss estimate data. The indices, which are more fungible with existing over-the-counter products, cover US exposures nationally, regionally (eastern, north-eastern, south-eastern, mid-western and western) and in select catastrophe-prone states (Florida, Texas and California) and aim to capture more than double the catastrophe losses pooled in data used in earlier contracts.

As part of the overhaul, the exchange also extended the development period of the contracts from three months to either six or 12 months to capture slower-developing losses such as those arising from last year's \$7bn earthquake in Northridge California, which killed 60 people and damaged more than 40,000 homes.

But despite all its efforts, under 4,000 catastrophe insurance options have traded this year - fewer than a fraction of the daily volumes its flagship treasury long-bond options contract might trade in an hour.

In the UK, the situation is even worse. Bankers say business is stymied by the lack of an exchange-traded contract off which to price and hedge privately negotiated deals. According to one senior reinsurance broker, one of the largest banks in the market has only written one structured deal in the three years it has run an office out of London.

Finally, this year an innovative development in the agricultural sector has attracted interest. When the Canadian government put out to tender a new insurance programme to replace cattle subsidies with a derivatives-based alternative this June, competition to win the mandate was reportedly fierce. Bankers Trust eventually emerged to run the programme, which allows Canadian farmers to not only hedge against swings in cattle prices but also against fluctuations in the Canadian dollar exchange rate, and promises similar price insurance contracts on other commodities if the pilot proves successful.

■ Managed futures: by Henry Harington

## Testing times for fund managers

The volatility in markets is causing a reassessment of investment strategies

who relied on "the black box" - trades driven by computer programmes - have tended to do well as the trades are triggered by market events. Those whose strategies are macro-based, relying on fundamental economic indicators, did not do so well at the beginning of the year when the yen rose, but were better placed in August when the dollar rose.

But the volatility of the past two years is bringing into question the traditional link between managed futures fund performance and that of stock and bond markets. "Managed futures have benefited historically from the correlation with stock and bond markets. The rise of stocks and bonds in the past has not been well for managed futures while a fall in these markets has usually been a good sign for managed funds," says Ms Meaden.

She adds: "Some investors do not look for a correlation but take a punt. They want something a bit risky." But some are more methodical, especially at the institutional level. Some people want to be able to rely on a low correlation.

Kenneth Jakubzak, president of KMJ Capital Management in Chicago, says he has had a good year on the back of currency and interest rate movements. From January to September this year his diversified fund was the top performer among funds with more than \$10m under management.

He believes that the low correlation between bond and stock markets and managed futures funds still holds and sees managed futures as an addition to any investment portfolio.

Mr Jakubzak notes, however, that volatility was higher than five years ago and that investors are looking for curtailed volatility. "They are looking for a smooth ride even if that means a smaller return." He believes that trend will continue.

"We are working hard at reducing volatility." He admits that this will make him more conservative but adds that it means they are adapting to their clients' wishes.

Ms Meaden says managers



Nicola Meaden: "we saw pretty awful results last year"

academic research suggested that it made sense to allocate between 5 per cent and 20 per cent to managed futures because of the correlation with the stock and bond markets.

"In the same study we were told you would be unlikely to get the same result. In those days at least two thirds of the futures transactions were commodity-based. Now it is financial futures that are in the majority," she says.

There is a range of new variables which may be diffusing the effects of the traditional correlation and, incrementally, forcing change on the market.

Globalisation has meant more markets, more products and more exchanges. The process has been accelerated by more and greater access to financial information and the deregulation of existing markets and indeed the increase in the number of people trading derivatives. Ms Meaden says the number of commodity trading advisers (CTAs) has risen fivefold in the past 14 years.

In 1981, the personal computer was in its infancy. Today it is ubiquitous in the development of investment strategies and in derivatives use.

Industry sources stress that most of the bad publicity relating to derivatives involved customised or over-the-counter (OTC) products. Managed futures managers stock in trade are the better regulated and liquid exchange traded instruments.

Mr Simons does not consider VRS and other departures as negative. "Managed futures did work for them. The change reflects a change in the political administration rather than economic factors."

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## 8 DERIVATIVES

■ OTC interest-rate products by Richard Lapper

## New generation takes over

Two developments are helping money managers to define the risks they want to trade

Growth in the over-the-counter derivatives market may be slowing as corporate buyers and dealers reassess their exposures in the wake of the highly publicised losses of the past three years.

However, the once exotic innovations of the early 1990s – the “quanto swap” and “path dependent options” – are gradually becoming an established feature of international financial markets, as buyers increasingly turn to the new techniques. With interest rates lower than expected, some end-users are using the techniques to enhance returns. But, according to dealers, many more are turning to complex structures as a way of reducing the cost of their protection.

“People are much less willing to take aggressive trading views,” says James Orbell, director, Credit Suisse Financial Products. “They are using derivatives to protect themselves and reduce the cost of defensive strategies. As a general rule clients hate paying premiums for options and they use this technology to reduce the costs.”

Two developments in the early 1990s have paved the way for a new generation of interest rate and money market products, which give investors and money managers a greater ability to define more accurately the risks they want to trade.

First, an increase in accessi-

bility and affordable computer power has made it easier for dealers to design complex products and to protect their own exposures. Cheaper computer hardware and faster software is identified by dealers as a crucial element in the emergence of so-called path dependent and barrier option products, which offer a return or protection based on the direction in which a particular asset or market moves. Computer power not only allows dealers to calculate numbers more quickly to develop new products, it also enables them to monitor their own exposures more efficiently and, ultimately, to use their capital more effectively.

“Two to three years ago it could take all weekend to produce a risk report on a portfolio,” says Jerry Del Missier, head of interest rate and currency derivatives in Europe at Bankers Trust. “You can now carry out these calculations much more quickly.”

Second, methodologies for pricing the risks linked to correlation between different kinds of financial instruments have become much more sophisticated. For example, these new techniques are an important element in the emergence of the quanto swap, a product which can give investors a return based on the performance of a bond or financial instrument denominated in one currency and pay them in another currency.

The combination of these two developments has made it easier to “handle the risk associated with those kind of products”, says Mr Orbell. “Many more people have experience of running these systems. More

and more people have done these transactions and feel comfortable with them.”

After the highly publicised losses this year, the use of these new techniques and products for speculative purposes has become less popular.

Demand for “path dependent” products offering highly geared plays on market movements – of the kind which resulted in heavy losses for Procter & Gamble, for example – has fallen sharply. But with short-term interest rates lower than expected, some investors and money market managers are beginning to look at ways to enhance yields.

Mr Del Missier says this explains an increase in demand for so-called “you choose” trades. In these cases investors forecast a range of interest rates – 50 basis points above and 50 basis points below Libor, for example – for the length of their intended investment. If the London interbank offered rate (Libor) remains within this range interest is accrued at a higher than market rate. By contrast, for the days in which Libor falls outside this range no interest is accrued. An additional feature of the product allows buyers to reset terms every three months.

Traditional buyers of floating rate products, such as money market managers, are accounting for the bulk of demand for such products, says Mr Del Missier.

The more significant trend, though, is the way in which products based on path dependent and barrier options techniques are being used as a means of reducing the cost of protection. Because of the

“It is not suitable if rates rises to be sustained but it can be between a third and two thirds of the price of a standard vanilla option.”

■ Hedge funds by Christine Moir

## A drift towards experience

After sparkling performances, hedge funds were hit by the bloodbath in global bond markets

It happens all the time in the retail financial market. Unit trust prices rise and rise until finally they take the public's fancy. Investors pile in just as prices peak. They then sit on their hands while prices fall only to head for the exits once their losses have begun to hurt. Shortly afterwards, prices start going up again.

Americans have a name for it: “impatient investor” syndrome. And it seems that even the most sophisticated corners of the investment market are not immune from it.

Hedge funds, which take large positions in currency, bond and equity markets using derivatives to hedge and to enhance their returns, produced sparkling performances in the early 1990s. George Soros, the Hungarian financier who runs the largest hedge fund of all, posted returns of 25.5 per cent, 53.4 per cent, 68.6 per cent and 63.2 per cent between 1990 and 1993.

Pension funds, Swiss bank clients, institutions and professional investors were drawn to the magnet. Michael Goldman, of Momentum Asset Management, confirms that money poured through the doors in 1993 and the beginning of 1994.

“One of our funds quadrupled in size in January 1994.”

Next month came the bloodbath in the global bond markets and the hedge funds paid twice over. The losses were bad enough. Mr Soros was said to have lost \$500m on Valentine's Day alone. What followed was worse. Investors lost their nerve and began to withdraw their money.

London-based TASS Management, which monitors the performance of hedge funds worldwide, estimates that by the middle of this year funds under management had shrunk by about \$15bn from their end-1993 peak of \$50bn.

Last month, Michael Steinhardt, a hedge fund manager well known for his aggressiveness, suddenly quit at the age of 54. Mr Steinhardt's compound annual performance from 1968 to 1993 had been an enviable 27 per cent. But in 1994 he plunged for the first time into the international bond markets and lost \$1bn. “The word that springs to mind is hubris,” he said. “I didn't have the depth of experience I had in other areas.”

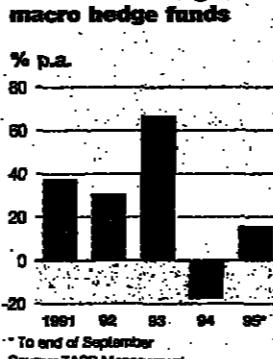
Competitors put Mr Steinhardt's departure down to his emotional temperament but the hedge fund industry as a whole has been scarred by the experience of 1994. Performances may have recovered this year – TASS reports that the large, macrofunds have

returned plus 16 per cent in the first nine months compared with minus 18 per cent in 1994 – but investors no longer believe that managers can shield them from losses if they take huge punts on the direction of markets.

Mr Goldman believes there is “a drift away from those who think they know what the yen is going to do to specialists who know a particular sector inside out”. The specialists themselves seem to be adopting more conservative strategies, going long on individual stocks which they believe will perform differently from the rest of the market while protecting themselves against market falls with a permanent “put” on the index.

These “back-to-basics” strategies are further anchored to the real world by being, in the

## Performance of global macro hedge funds



main, event-driven. A specialist in bank stocks would be activated when, for instance, a bout of merger mania seemed likely. In short, behaving as pure arbitrageurs.

This preference has also accelerated what Mr Goldman calls “a drift to experience”. Apart from the big operators who wrongly bet on which way interest rates or currencies would go, the other casualties of 1994 were mainly newcomers, sucked in during the heady days of 1992 and 1993 only to come under in the turbulent markets in 1994.

This has, of course, played into the hands of established operators such as Mr Soros and Julian Robertson, who runs the doyen of US hedge funds, the Tiger Fund. Mr Soros's Quantum Fund performed poorly by its standards in 1994, but at least it returned a positive 3.9 per cent. While it did suffer net redemptions that year, by March of this year new contributions were again measurable and growth has now resumed.

Mr Robertson's Tiger Fund has also returned to a net new money position since early this year. Tiger's attraction for cautious investors is that it is run as the antithesis of a solo brilliant stock picker. Joseph Nicholas, president of the Chicago-based Hedge Fund Research company, says with 180-odd staff Tiger is a full-scale corporation. Its approach is institutionalised.

Once-bitten investors, Mr Joseph believes, are looking for transparency, for strategies which are intelligible and replicable. An institution has the same requirements.

Some experts in the field, however, believe that hedge fund managers must resist becoming too institutionalised and, especially, too large. One of the reasons for the bond market losses of the macro funds, it is argued, is that they took positions which were too large to hedge.

The argument that size is a barrier to agile trading seems to have been accepted by some of the fund managers themselves. In June, Bruce Covner, chairman of Caxton Corporation, one of the largest hedge fund managers, returned two-thirds of his \$1.8bn under management back to investors. Seven months earlier Paul Tudor Jones, of Tudor Investments, had returned \$670m, or one-third of the total he managed.

Where that money will now flow is not easy to see. Emerging markets have their supporters again and the advice of contrarian strategists is being heeded. Before 1994, both of these strategies would have been packaged with some of the fancier forms of hedges. Now, with investors happier with less exciting – and less risky – investments, some think they may prefer to put smaller sums into vanilla-flavoured direct strategies.

James Orbell: “people are much less willing to take aggressive trading views”

■ Risk management by Richard Irving

## Shock-absorbing models

Banks with risk management systems are developing versions for the commercial market

On January 1 next year, the Bank of England's interpretation of the European Capital Adequacy Directive (Cad) becomes law. For the first time, a leading regulator will offer UK banks an opportunity to use their own state-of-the-art risk management systems to calculate the capital they must put aside to support foreign exchange and securities dealing.

It is unlikely to be the last. The latest consultative proposals to be published by the Basle Committee on Banking Supervision, which intends to implement a stricter regulatory regime in early 1997, also suggests there will be a place, albeit a strictly limited one, for certain in-house models.

But although risk managers have fought long and hard to win regulatory backing, the victory appears to be something of a hollow one. According to one Bank of England official, only a handful of banks are seeking permission to use internal value-at-risk models as part of the Cad process. The reality for most UK banks is that the more traditional “building-block” approach, which relies on allocating capital separately for different business lines, will ultimately require a smaller capital charge and therefore prove a cheaper alternative.

Nevertheless, the industry fights on. Risk management is one of the last great frontiers in global investment banking, not least because there has been a shift in emphasis towards risk-adjusted performance measurement but also

because ever-more stringent regulatory requirements are making capital scarcer. Moreover, the use of risk analysis models is rapidly advancing way beyond the point where they are being used to fine-tune capital adequacy requirements. At the very least, banks use them to estimate the potential losses (or value-at-risk) they face in their day-to-day operations.

By adjusting the range of data that is fed into a model, a bank can cushion itself to a greater or lesser extent against severe shocks such as the global bond market shake-out of February 1994 or the 1987 stock market crash.

But the real potential lies elsewhere. Those with more sophisticated systems are already waking up to their marketing potential and developing user-friendly versions for the commercial market. A good system is an ideal platform from which to launch a whole gamut of risk management services, from securities valuations and risk-adjusted performance measurements to long-term strategic advice.

The frantic pace of activity data back to J P Morgan's surprise decision to make its own proprietary risk management system, RiskMetrics, public in October 1994. The intention was to show the techniques and historic data it uses daily to estimate risk exposures, set position limits and refine asset allocation strategies. “By providing potential users with a relatively simple tool kit to analyse risk, we hoped to open up a debate on the measurement of market risk and hasten the development of an industry-wide standard,” explains a spokesman at J P Morgan's New York headquarters.

The bank's latest version still has its shortcomings – it cannot, for example, generate a value-at-risk exposure for many derivative products including options, (arguably the securities most likely to worry the regulators). Neither can it take into account the influence derivatives now have on underlying cash markets, which lays it open to losses that might arise through basis risk. But the system continues to be successful in doing what it promised to do – encourage rival banks and software houses to use its number-crunching methodology as a base from which to develop a new generation of risk management systems.

Leading the field is Bankers Trust, which recently unveiled its Raroc (Risk-adjusted return on capital) 2020 system. The US investment bank, still trying to extricate itself from an embarrassing legal dispute with a former client over derivatives deals that turned sour, is hoping to rebuild its reputation with the launch of a model which, it says, takes risk management a giant step forward.

“Value-at-risk as we currently know it is just a snapshot – a single consolidated number that gives you a backward-looking view of what could happen to your portfolio,” says Lee Barba, managing director and head of Bankers Trust's risk information services group. “What risk analysis should really be is a movie.”

Raroc, says Mr Barba, is not just another “black-box” which translates the market risk of a portfolio into a simple number reflecting earnings sensitivity. It is a methodology for unbundling, measuring and evaluating risks, and for setting capital requirements to cover those risks. It can help identify the extent to which a portfolio may be diversified and indicate how specific businesses are doing on a risk-adjusted basis, thereby allowing management to adjust the

asset and liability mix to properly reflect risk management policies.

Significantly, Raroc 2020 also attempts to capture the market risk associated with derivatives by subjecting them to thousands of potential market moves and allocating a capital charge that would sufficiently cover 99 per cent of all losses generated by them.

But the system does not come cheap. Unlike RiskMetrics, which J P Morgan offered to the market free of charge, a one-off run through Raroc 2020 reportedly costs around \$75,000 and software licences start at a cost of \$10,000.

Yet, despite the price, the bank reports no shortage of willing takers – it has already signed up three leading US institutional fund managers, including the \$12.5bn Chrysler pension fund, a leading international insurer and a European utility. And the potential savings the system can offer look set to encourage more. When Russ Flynn, Chrysler's director of pension fund management, ran the fund's \$400m currency exposure through the system, he uncovered a natural hedge which reduced the incremental risk exposure in the portfolio to less than 5 per cent or \$20m.

Raroc 2020 is not the definitive word on risk management. While it has made efforts to include derivative instruments within the framework and offers near-endless opportunities for customisation, the model, like all its competitors, still only attempts to capture 99 per cent of the possible losses that might occur in a market shock.

The solution is to run another model, which puts the portfolio under unusual stresses to try to shake out any potential unexploded bombs, alongside the original risk management system.

A large, striped brown sea urchin sits encased in glass in the Paris office of Alain Crosier, the chairman of Fimat. Its dangerous and irregular limbs might well symbolise the risks and irregularities of the derivatives market with which he has to deal every day.

But while most companies would prefer to live a relatively risk-averse life without too many uncertainties, for Fimat and other dealers on the world derivatives markets the more variation the better.

Until now, Fimat certainly seems to have been able to cope rather well with the fluctuations of the past few years, although it is now becoming increasingly difficult as it becomes a bigger operator and has to adjust to a more competitive market at a time of falling volumes.

Created in 1986 by Société Générale, one of the France's largest private sector banks, Fimat was in many ways a response to the development of the Matif, the French financial futures exchange also launched at the same time, and which remains a very important focus for its activities today.

Partly as a result of the company's relative independence from its only shareholder, it has resisted the move over the past few months by Société Générale to consolidate its dispersed offices around Paris into the gleaming new headquarters tower in La Défense to the west of Paris, which was inaugurated in late October.

Instead, Fimat's focus over the last few years has been on far broader foreign horizons, opening offices around the world. It has also boosted this year with the effects of

starting on new exchanges – such as Brazil and Canada – as well as its important acquisition of Brody White, the US commodities broker, finalised towards the end of last year.

All these add-ons mean that Mr Crosier estimated total volumes traded for 1995 will still be up on last year – to about 106bn from 92m in 1994. He says there would have been some growth even after stripping out these new activities.

He argues that 1995 represents simply a “cyclical” decline, albeit a powerful one.

It has also taken the decision to appoint a single private telecommunications network, which is being managed by France Télécom, at a cost of \$7m a year. “We want to provide a global service to global customers, while decreasing our costs,” says Mr Crosier.

However, 1995 has not proved an easy time for brokers. “Volume last year was much more significant than this year,” says Mr Crosier. “I can say that 1995 is a crisis year, with a very strong decline in volumes.”

To some degree, Fimat's international spread of business has helped it absorb some of the worst impacts of the crisis, with its Asian and US business helping to compensate for a poorer year in the derivatives exchanges in Europe.

It has also boosted this year with the effects of

“The volume and the clients were not there,” says Marc Breillout, general manager.

Despite the pressure on volumes, Fimat is committed to substantial financial investments begun recently, totalling at least \$20m a year. In 1994, it centralised all its back office processing operations in Chicago, reflecting the fact that its contractor GMI is based there, and the ability to deal with daily transactions in the period between the closure of New York and before the Asian markets open.

It has also taken the decision to appoint a single private telecommunications network, which is being managed by France Télécom, at a cost of \$7m a year. “We want to provide a global service to global customers, while decreasing our costs,” says Mr Crosier.

Mr Crosier argues that gaining market share is a central strategic objective to ensure Fimat's future survival. While some other brokers close down operations in markets with falling volumes, he argues that Fimat needs to remain present so it can capture this business from its rivals' clients.

“It is more and more important to have critical size,” he says. “Clients are asking more and more for brokers backed by institutions with good ratings, who have full control of processing and are able to clear in all markets.”

Andrew Jack and Richard Lapper

John Nisbett

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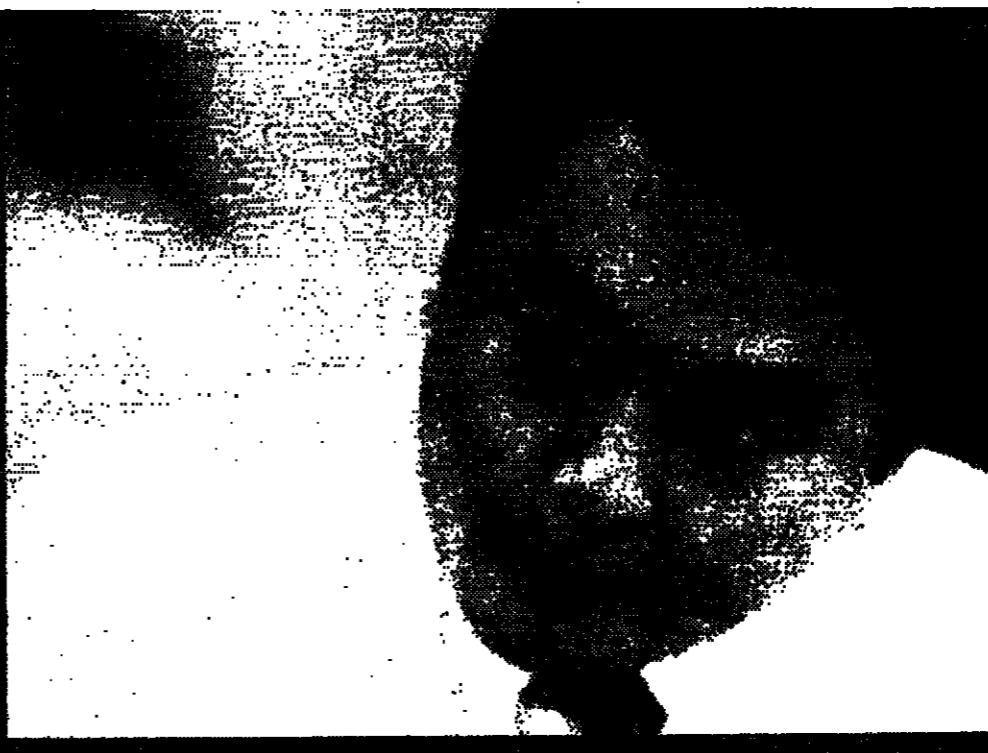


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## 10 DERIVATIVES

## PROFILE ING Futures &amp; Options

## Salvage operation forges ahead

Cleaning up the site of a \$1bn "accident" requires delicate management, particularly when substantial assets are to be redeployed, and millions of dollars in business must be salvaged. For the past nine months, that has been the task of Karsten "Cash" Mahlmann, a senior managing director of ING Capital Holdings, a subsidiary of Amsterdam-based ING Bank.

When ING rode in like a white knight and acquired the remains of Barings last February, analysts praised the fit between ING and Barings' remaining businesses. The Dutch bank had offices in some 50 countries around the globe, and was a specialist in emerging market debt and commodity financing. Barings operated in many of the same countries, and specialised in emerging market equity. Both had growing asset management portfolios.

Combined under the ING flag, the two companies created a powerful international investment bank.

The task of weaving together ING's nascent futures and options operations and Barings' wounded, but considerable, derivatives arm was left to Mr Mahlmann.

The clean-up is something of a redeeming opportunity for Mr Mahlmann. Once the head of Chicago-based brokerage firm Stoller, and a distinguished chairman of the Chicago Board of Trade, Mr

Mahlmann was forced to resign both positions in 1990 when Stoller collapsed and it was discovered customer funds had been used to prop up the firm's finances.

The Stoller failure was attributed to misdealing on the part of Mr Mahlmann's partners at the firm, and Mr Mahlmann was never charged with wrongdoing. Nonetheless, he quickly departed for London, where he managed the operations of Chicago-based Rosenthal and Collins, a futures trading boutique.

That position grew into a job as head of all of ING's futures dealings worldwide, which, prior to the Barings acquisition, included operations in London, Chicago, and New York.

For the past year Mr Mahlmann has been back in Chicago, building ING's business. Sitting in his office in the splendidly-restored Rookery Building just a stone's throw down LaSalle Street from the Chicago Board of Trade, Mr Mahlmann ticks off a progress report on ING's Asian futures and options businesses.

One of the biggest plums of the Barings takeover was Barings Securities' Japanese presence. Obtaining memberships to Japanese futures and options exchanges and permissions to do business can take years.

"To be in Japan, to have done business there, and to

have a big client base, that is something," said Mr Mahlmann.

Late this month, ING will restart that Japanese futures and options business under the old name of Barings Securities.

In Hong Kong, ING has rebuilt the futures operations from the ground up, and will open offices there within a few weeks using the name ING Futures & Options Hong Kong Limited.

ING did not acquire the assets or the liabilities of Barings' ill-fated Singapore operations. Instead, Mr Mahlmann and the ING team have been conducting careful diplomacy, and recently received approval in principle to open a new business under the ING Futures & Options name at the Singapore International Monetary Exchange.

"We hope to be doing business in Singapore by the end of the month," Mr Mahlmann said.

Re-opening the Asian offices will be just the start of ING's challenges in the Far East. Prior to the crisis Barings Securities held in excess of \$300m in margin deposits from US futures brokerage firms that dealt through Barings in Asia.

In the nine months since the British bank's crisis, some of those US companies have opened their own operations in Singapore, and have turned from customers into

competitors. "That nine-month hiatus has hurt. We have to work hard to rebuild that business," Mr Mahlmann said.

ING's high-quality credit rating will help, but Mr Mahlmann is aware that rebuilding trust in Asian futures and options dealing is a must. "We're going to offer clean statements, we're assuring fund safety, good service, good management," he said.

A fundamental difference between ING Futures and Options and the old Barings is that ING will have no proprietary trading operations, and customer funds will be completely segregated from company accounts. Every account sent through the Far East will also have supervision out of London.

The long-time futures industry connections and experience of Mr Mahlmann and his associates at ING will also help.

That has already been demonstrated over the past year in Chicago. Neither ING nor Barings had much presence here two years ago.

However, ING has now become one of the 10 largest trade-clearing firms at both the Chicago Board of Trade and the Chicago Mercantile Exchange, and its business at the Chicago Board Options Exchange represents about 25 per cent of the CBOE's daily volume.

That growth was prompted in part by ING's willingness to back local, or individual,

traders in Chicago. However, the Dutch bank has inherent global interests that feed its derivatives business.

As a commodity lender, ING needs to offer commodity hedging services to its customers. With \$210bn in assets and \$13bn in capital it also has its own hedging and investment needs in the financial futures markets. ING's AA credit rating also attracts business from managed money and hedge funds, which need futures and options services.

ING's strategy is a global one and Mr Mahlmann says that he is continually evaluating futures and options opportunities for ING in emerging markets.

For now, operations in Latin America and parts of Asia are difficult for regulatory reasons, but he said, "we strongly believe we have to be part of new emerging markets products (whether traded onshore or offshore) and be in the emerging market countries themselves."

With global operations, ING can also offer customers global custody arrangements, an area of potential growth. A customer dealing futures and options in one country can move those funds to another market easily, instantly redeploying resources. "This is a very important aspect of this business," said Mahlmann.

Laurie Morse



Karsten "Cash" Mahlmann: busy cleaning up the image of Barings

Picture: Gary Gersh

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## Witching hour: by Jeffrey Brown

## Contract expiry time trial is working well

The days of dangerous price manipulation may now be a thing of the past

Witching hour, dealers' descriptive phrase for the moment at which derivatives contracts expire, is not what it

used to be. There was a time – in the aftermath of the dramatic stock market shake-out of 1987, for example – when derivatives expires with their scenes of near feeding frenzy as dealers scrambled over themselves to cover or extend positions were treated with extreme caution and often outright distaste.

However, the outward signs

suggest that much of this apparent investor disaffection has begun to melt away.

The reasons for the change of heart among investors and marketmakers as well as regulators are manifold and complex. There is no single cause.

In some senses, time has surely proved an efficient healer. There have been some regulatory changes, but these have been more than an adjustment to strict police-work.

If there is a driving force it is probably increased usage of derivative markets coupled with a wider variety of contracts and greater investor sophistication. As a result the scope for distortion via arbitrage trading has been reduced by a relatively painless process of natural selection.

"Thanks to more players and better liquidity the major derivative markets have become more evenly balanced. It does begin to look as if market forces, the trade-off between supply and demand, are now asserting themselves with more equal force," said one top futures marketmaker.

This is not to suggest that distortion to prices in underlying cash markets no longer take place. They do. But when they occur it is within clearly more defined and easily identifiable boundaries.

"There will always be a technical risk at expiry. That is the nature of the beast," says Nick Carew Hunt, market secretary at Liffe, London's financial

futures exchange. But the risk is now wholly visible, he says. "It is now there for all to see. Those who want to play can, and those who not need not."

Expiry distortions are driven by a whole string of factors.

Volume and volatility during the life of a contract, dividend flows and fair value calculations of structured (over-the-counter) business are perhaps the most important structural influences. Operating structures are also crucial.

Most futures markets are dominated by the leading global marketmakers. As the life of a derivative approaches its end, the bigger market operators will often attempt to maximise profits (or minimise losses) by adjusting cash market prices.

Guardians of fair market practice refer to such manoeuvres as manipulation. Others see it as fair business risk.

Whatever the regulatory verdict, position-taking by the top traders is an accepted feature of Liffe's leading stock index contract, the FT-SE 100 contract, in the run-up to expiry.

Recent FT-SE 100 contract expires have been relatively tame affairs with the transition from one quarterly contract to the next going through smoothly. Low trading volume has been one important reason.

The next FT-SE 100 expiry is December 15. The so-called witching hour is in fact 20 minutes.

The price of expiry is calculated as an average of the

trading prices between 10.10 am and 10.30 am. It is during this period that the arm-twisting gets into its stride.

From this distance and given the low level of volume experienced during the quarter to date (lots dealt have rarely topped 10,000 per session) few futures watchers expect real fireworks come the middle of next month.

It was not always so. Two years ago when the December 1993 contract moved towards its close, the FT-SE 100 cash index powered ahead by around 100 points as marketmakers took advantage of the seasonally thin conditions to make the most of their positions.

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Guardians of fair market

■ Technology: by Claire Gooding

## Keyed up for progress

Software makers are trying to meet the demand for sophisticated methods of risk management

"The language of risk is in its infancy," says Till Guidemann, the man who managed risk at JP Morgan for 21 years and developed its market risk management and RiskMetrics systems.

According to Mr Guidemann, who recently became executive vice-president at derivatives software provider Infinity, "an annual report tells you about cash, loans, bonds and buildings, but not about their risk levels, and the potential volatility of their market value. In the absence of a common language to describe risk, independent internal risk control is a very difficult task."

Frightened by the disaster at Barings, and with minds focused by the Capital Ade-

The second IT arrival is the "data warehouse", a phrase that suggests retail or manufacturing, but in fact is more to do with hoarding information that may (or may not) prove significant, and attempting to make sense of it. The data warehouse pools transactional data from operational systems into one huge repository, dedicated to analysis.

Retailers have indeed pioneered such systems, using parallel processing to discover who buys what, where, and when, and what the weather was like at the time. "Data mining" to unearth gems of wisdom about customers and buying patterns.

Although financial transactions cannot – unlike shopping – be traced by bar codes, global risk management also depends on techniques with links to disparate operational systems.

The process of "cleansing" the data to define exactly what is what (different systems tend

to offer slightly differing definitions) is intrinsic to both Oop and data warehousing.

This process is one that demands skill, subtlety, and internal understanding of how each individual business operates, and often a large consultancy budget; the end results are to mean anything at all.

US database software house Oracle claims to be the leader in data warehousing and parallel processing. Oracle is already working with a number of software houses which build and sell derivative trading systems, such as Infinity, CATS, Teknekron and Sunsoft.

"They all want to extend into the enterprise-wide area of applications, and for that they require the ability to have high levels of performance against very large databases. They can

use the OO approach because of re-usability: it's the lego-build technique, offering flexibility, adaptability, and efficiency. The analytics, the interface and the database are the three key elements. First create the data model, then apply the statistical analysis. The problem is granularity, the level of detail needed for meaningful analysis: for that you need object-orientation."

SunGard Capital Markets, about to launch a new product division geared to enterprise-wide risk management, also claims a unique approach. "A complete data model for storing all of an institution's trading information, together with innovative, seamless links to the extant systems and an arsenal of risk management weapons which includes hedge equivalence, flow profiling, scenario analysis, derivatives ladders and value at risk" according to marketing director Ian Armstrong.

"We don't believe it is feasible for a bank-wide risk management system to rely on just a software development toolkit, or adherence to a single mathematical concept such as

value-at-risk."

quacy Directive (Cad), many a financial institution is anxious to become fluent in the language of risk. "Enterprise-wide risk management" are the first words in the phrase book, and chapter one starts with derivatives.

The complexity and volatility inherent in derivatives trading mean that anyone trying to compose a cross-disciplinary view of risk tends to start there, simply because it is the most difficult variable to handle in the overall "enterprise-wide" risk equation.

This puts the providers of derivatives software solutions – SunGard, Infinity, CATS, Renaissance and Summit, to name but a few, in a particularly strong starting position in the race to produce "global risk" systems. At their disposal are information technology methods already applied successfully elsewhere, arriving in the nick of time for those racing to comply with Cad.

The first of these is object-oriented programming (Oop), which provides a simpler approach to programming through the use of "objects". An object gathers together in one place all the relevant information about an item (for example, a transaction), its characteristics and relationships.

It also brings the ability to create a complex but very flexible "data model" in which new objects (such as a new financial product) can "inherit" characteristics from an existing one, without starting a new definition from scratch.

Contrary to the impression given in the article on securities lending in the survey of Global Custody (FT November 6, 1995), Scottish Amicable is just starting to lend UK securities. It is an established par-

ticipant in international equity and fixed interest lending. The Co-operative Insurance Society has been lending stock since the early 1980s. Threadneedle Asset Management acts for both Eagle Star,

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### ■ Glossary of terms

## Meaningful expressions in the trade

An explanation of some of the jargon used by dealers in the derivatives markets

Asset allocation: the division of investments among markets to achieve diversification or maximum return.

CATS became an Oracle business alliance partner last month and is porting its applications via Oracle's design and migration services. CATS chief executive Mr Beckstrom is convinced that techniques developed in the analysis of derivatives will provide the genesis of generalised risk management.

Financial specialists have developed the ability to break down risk into fine-grained granular data: they can tear an option apart, rippling out foreign exchange risk, volatility risks, and so on across months, making very precise estimates, along with the hedging in offsetting those risks," he says.

CATS, says Mr Beckstrom is well placed to deal with importing data from the hundreds of operational systems which feed and translate the data into a constant model. "Our unique offering is the mapping tool for translating the data and mapping it into the database for risk analysis. It's complex: there's no magic potion. We also have a hands-down advantage in that our system is designed and tuned to be five to 100 times faster than others."

Infinity, already tuned to Oracle, and with the wisdom of Mr Guidemann at its disposal, might also think it has a hands-down advantage. It uses OO technology for rapid development, and has approached the market with a "tool kit" approach that allows users to tailor their own solutions.

In creating enterprise-wide risk tools, argues Mr Guidemann, "experience with complexity certainly helps, but it's the flexibility that really matters."

The OO approach helps because of re-usability: it's the lego-build technique, offering flexibility, adaptability, and efficiency. The analytics, the interface and the database are the three key elements. First create the data model, then apply the statistical analysis. The problem is granularity, the level of detail needed for meaningful analysis: for that you need object-orientation."

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Box options: instead of placing cash in a money market instrument and generating interest income, equity options are purchased. The pay-offs create capital gains that can be offset against current capital losses.

Call option: the right to buy a

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# EUROPE'S DYNAMIC ENTREPRENEURS

## Exports and quality create success

The first pan-European study into the successful fast-growing company has presented policy-makers with valuable but unexpected conclusions. **Richard Gourlay** reports

**B**usiness Objects, a French software developer, is just the kind of company Europe's politicians would love to see sprouting up all over the continent.

Formed five years ago by two French software entrepreneurs, the company had sales last year of FF 1.76m (221.78m) and now employs more than 200 people.

Yet, according to research into Europe's most dynamic entrepreneurial companies which has just been completed, Business Objects is not typical.

First of all it is a young company. Secondly it is run by relatively inexperienced entrepreneurs who quit a European division of Oracle Systems to branch out on their own. Thirdly Business Objects raised venture capital early in its life. And fourthly it has made expansion into the US a pivotal element in its strategy, floating on the Nasdaq exchange along the way.

Almost none of these characteristics emerge as typical from the research which is being presented today and tomorrow in Ghent.

So what is the make-up of the typical rapidly-growing company in Europe, if such a business exists? On pages II and III overleaf this survey profiles just the sort of companies in a variety of European countries which exemplify rapid growth in a dynamic business environment. The answer is, however, that until now, few policymakers at European level have known the answer, in spite of the growing importance of these new companies in the creation of wealth and jobs in Europe.

This lack of understanding partly explains why the European Commission last year funded a group of research institutes, co-ordinated by the

European Foundation for Entrepreneurial Research (Efer) and supported by accountants Ernst & Young, and financial information providers Dun & Bradstreet, to identify 500 exceptional entrepreneurs who are running very fast-growing companies.

The survey involved more than 20,000 fax and telephone calls to companies and nearly 400 face-to-face interviews. It has resulted in one of the largest ever pan-European studies of entrepreneurial success.

The research was not intended to be comprehensive. It does not claim to have identified the 500 fastest-growing companies or those that have created most jobs. Too many European companies prefer their privacy for such a claim at the time of writing.

Nor were its terms of reference, based on criteria dictated by the Commission, as clear as they could have been. As a result, the measurement of growth was over-dependent on the rate of job creation rather than increases in turnover.

Other limits on the size of the businesses to be covered were built into the research parameters. To be eligible companies had to be growing rapidly – as measured by a combination of absolute employment growth and growth relative to the company's size (for details see methodology on page III). They were also required to have grown to at least 40 employees by 1994 and to have started in 1989 with fewer than 500 employees.

In consequence many small but rapidly-growing high technology companies will have been missed out, such as Probe Entertainment, a UK games software company sold to Acclaim Entertainment of the US for more than £20m last month.

The typical entrepreneur displays surprising characteristics. The research shows that most of the companies were founded by experienced men and (a tiny 1 per cent of) women with an average of 10

years in business and an average age of 44. Many are trained professionals but all levels of educational attainment are present – half the entrepreneurs do not have a degree.

Equally striking is the fact

that more than half the entrepreneurs founded their companies with at least one business partner. This supports the findings of research carried out in the UK that teams are either a more creative force than lone

entrepreneurs or that businesses with more than one founder start with greater critical mass and therefore have a much bigger chance of surviving and thriving.

As to the kinds of businesses

that are growing rapidly, Mr Roura says the research shows there is almost no difference between the sectoral distribution for Europe's 500 companies and that of enterprises throughout the EU in general.

Thus there are a large number of software companies, computer systems integrators and other information and telecommunications companies, such as Business Objects, Netzwerk Service in Germany and Peoples Phone in the UK together with other high technology companies, such as MBR in the Republic of Ireland. These companies are no more strongly represented among the fast growers, however, than within all EU enterprises.

With few exceptions the entrepreneurs attributed their growth rates not to their ability to compete on price but to their quality and service. "The companies never say they are competing on cost," says Mr Roura. "They compete on differentiation and in particular on quality."

Yet if the quality ethos has caught on, the use of external financing, which is firmly established in the US and the UK, is far from well accepted. For more than 70 per cent of the rapidly-growing companies, retained profit from the business are the main source of funding.

Bank loans are the next most popular method, whereas venture capital is the most popular funding route for only 10 per cent of entrepreneurs. Although venture capital has been widely adopted in the UK, and to a lesser extent in France, it is very rarely the prime source of capital elsewhere in Europe.

The strongest message to emerge is that these entrepreneurs are succeeding in spite of government policy rather than because of it. High on their list of concerns with government – for which also read the EU – is bureaucracy and to a lesser extent the heavy burden imposed on them by social security payments.

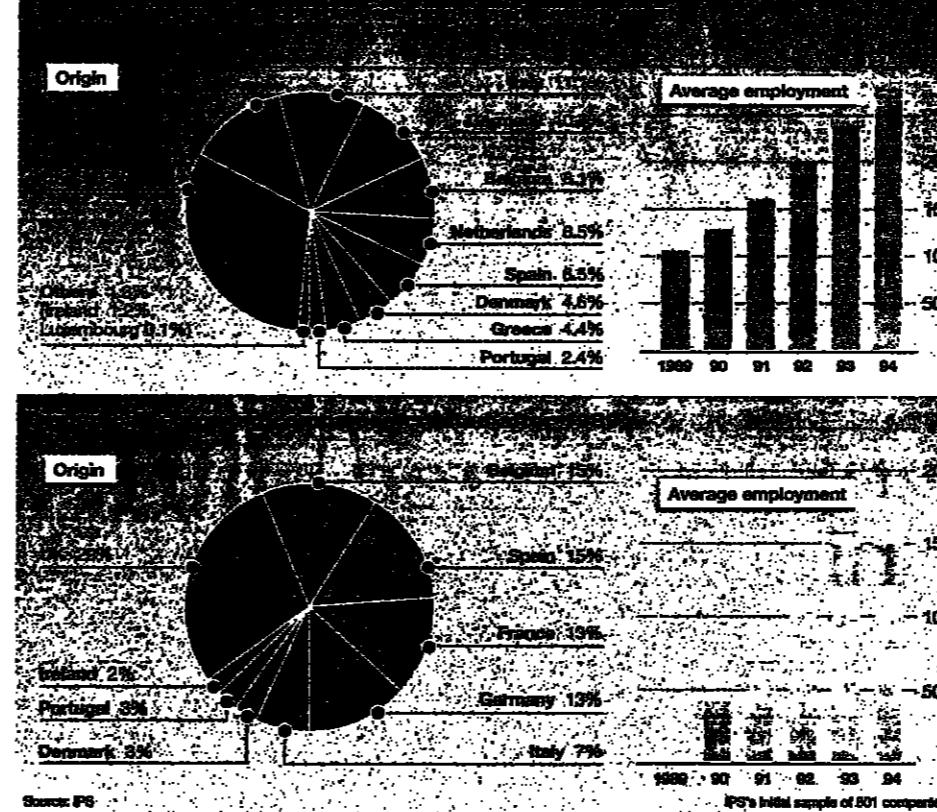
But as Mr Heinrich von Liechtenstein, executive director of Efer, points out: "We know the entrepreneurs are growing in spite of the bureaucracy – they are bypassing the problems."

The success of these companies in exporting to other EU countries would also suggest further measures to ensure the single market is fully implemented would bear fruit.

But while exporting was a common characteristic among the rapid growers, more than three-quarters of the exports of Europe's Dynamic 500 were to other EU countries.



Fast food companies are among those identified as dynamic and entrepreneurial



Source: Efer

## Dynamic advice for successful entrepreneurs

Over the last decade, when they needed creative corporate finance advice, acquisition ideas and capital raising capabilities, many of Britain's most successful entrepreneurially-led companies have turned to Hill Samuel. For example, we advised First Leisure Corporation PLC on its management buy out from Forte Plc and its subsequent flotation on the London Stock Exchange in 1984. Since flotation, shares in First Leisure Corporation PLC have out performed the FTSE All Share Index by almost 200 per cent.<sup>1</sup> More recent transactions include:

### Pizza Express plc

one of Europe's most successful restaurant groups

Hill Samuel sponsored the flotation on the London Stock Exchange in 1993

### M.A.I.D plc

one of Europe's most innovative businesses providing on-line business information services

Hill Samuel sponsored the flotation on the London Stock Exchange in 1994

### Sharelink Investment Services plc

one of Britain's most innovative financial services businesses

Hill Samuel sponsored the flotation on the London Stock Exchange in 1993 and advised on its subsequent acquisition by Charles Schwab Inc. in 1995

### IMI plc

one of Europe's leading engineering businesses

Hill Samuel advised on the acquisition of Theodor Heinecker Metallwerk KG and EIV GmbH and underwrote the equity financing in 1995

### Henlys Group plc

continued international expansion

Hill Samuel advised on the investment in Prévost Car Inc. in partnership with AB Volvo and the acquisition of Northern Counties Limited in 1995

Hill Samuel is the leading adviser to Britain's fastest growing quoted companies<sup>2</sup> and a leading merchant bank sponsor of mid-sized company flotations. We have specialist teams with particular experience in the areas of media, information technology and telecoms; financial services; pharmaceuticals and chemicals; and engineering. Two of our clients, The Capita Group plc and Protean plc, were recently selected by Forbes, the leading US business magazine, for its list of "The 100 Best Small Companies in the World".<sup>3</sup>

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Sources: 1. Datastream; 2. The Hambro Company Guide, August Quarter 1995; 3. Forbes, November 6 1995, "The Best Outside the US".

## ■ EUROPE'S DYNAMIC ENTREPRENEURS - profiles

■ Vitae Group: by Ronald van de Kro

## A matter of personal chemistry

A small agency has grown into a four-part employment services group

Boehm friends do not always turn out to be the best business partners but in the Netherlands Jelle Boelen and Teo Rasing provide positive proof that successful, fast-growing companies can find firm roots in a 20-year-old friendship.

Over the past 10 years the two men have built up an employment services group which regularly racks up annual growth rates of 40 per cent and more.

Their Amsterdam-based Vitae Group - which takes its name from the second word of "curriculum vitae" - plans to generate F1.75m (£47m) in sales in 1996, up from a projected F1.50m-F1.55m in 1995. Another of the company's goals is to launch its first national advertising campaign in newspapers and on radio. This will mark a departure from its usual policy of mounting advertising campaigns in the trade press and relying on referrals from pleased clients.

The secret of their success in employment services - a

quintessentially Dutch sector with lots of competition and many short-lived ventures - is not at all straightforward. One reason why Vitae Group has survived and flourished while competitors have gone out of business is that it has specialised in selected niches, such as those for engineers, accountants and advertising executives. Another is in the company's ability to foster an exciting climate of swift growth, while maintaining

tight financial controls. But much of the concern's success is the result of the simple chemistry which exists between two men who have been friends for 20 years, since they met at the age of 15 at a billiards club. The two partners complement each other, with Mr Boelen looking after the commercial side while Mr Rasing keeps watch over the group's internal organisation.

They also manage to see

eye-to-eye in ways that elude most married couples. "If we were to go out and buy a car together, we'd quickly agree not only on the type of car but the colour, too," Mr Rasing says.

Their business partnership began in 1988 with the establishment of their first company, Inter AT. Just three years out of technical college, Mr Boelen and Mr Rasing decided to set up a project engineering agency for "automation and technology", hence the name. Their idea was to offer architectural firms, contractors and other technical companies the chance to hire trained specialists on a short-term

basis.

Inter AT, which is still thriving today, is decidedly not a temporary employment agency in the usual sense. "The difference is that we're highly involved with the project and that we feel

responsible for it," Mr Rasing notes. "We can be involved in all stages, from supplying draftsmen for the drawing board operations to supervisors on the construction site."

In 1989, Inter AT's two founders decided to branch out in two new directions in job placement and temporary employment. The impetus grew partly out of demand from existing clients who began approaching the company for secretaries and bookkeepers as well as for technical staff. "We soon found ourselves in the position of being brokers who also sold cars on the side," Mr Rasing remembers. "We soon thought: 'Let's do this properly!'

The result is a group with four operating companies which have regional offices in Rotterdam, Eindhoven, Utrecht and Zwolle as well as Amsterdam.

Besides Inter AT, the Vitae Group comprises Nouveau Métric, a placement bureau for sectors such as insurance and advertising; Tools, a temporary employment agency for plumbers and welders; Vitae Secretarial and Vitae Financial, temping and employment agencies for secretaries, bookkeepers and other financial staff



A civil engineer, provided by Inter AT on a temporary basis, supervises a roadbuilding project

in the 1980s by another

enterprising Dutchman, Frits

Goldschmeding. Its turnover of

more than F1.40m makes it 80

times larger than Vitae.

To survive in the home

territory of such giants, Vitae

has purposely kept to its own

niches and specialisations. It

has also been careful in

managing the financial side of

its swift growth. "We still

check every invoice," Mr

Rasing says.

The group has a permanent

workforce of 100, though the

number of people who find

work through Vitae's four

companies is far larger. Mr

Rasing, aged 37, is almost the

oldest of them. "There's one

member of staff who is two

months older than I am," he

says.

Despite recent expansion,

Mr Rasing and Mr Boelen

consciously try to hold on to

the family feeling that has

pervaded the closely-knit

team. "I'd hate to go to an

after-hours drinks party and

see 10 to 15 people I didn't

know. We make sure that

when new people join us in the

regional offices, we get to meet

them at one of our

twice-weekly management

■ Netzwerk Service: by Michael Lindemann

## Network company with a national niche

Flexibility and national scope have helped Netzwerk Service to grow

Mr Joachim Röder could not have put up a better show of frenzied activity and dynamism if he had been asked to stage it for the benefit of a Hollywood director.

With his designer leather jacket draped over his chair, he was moving agitatedly up and down behind his desk warning his representative in Berlin by phone of the pitfalls of *Berichtsrat*, the employees' councils which are the bane of every German manager but have played a key role in the country's post-war economic success.

"Well I've just about come to terms with the idea of a *Berichtsrat* but what I'm not going to permit is that people use it as an excuse just to travel around Germany checking on our operations nationally," he barked. "I'm not having any of that *Berichtsrat* excursions."

Netzwerk Service, the Munich-based computer network company which Mr Röder co-founded in 1989 has grown at such a rapid rate that it now needs an employee council. In the past five years sales have risen from DM3m (£1.3m) to a forecast DM15m this year. Mr Röder started with 77 employees and now has 700.

"I want to turn this into a company with sales of DM750m, employing 1,500 people," is the first thing Mr Röder says after putting the phone down.

He has taken no holidays for six years and works 16 hours a day to mastermind a company which has 22 offices nationally and has installed telecoms and computer networks for clients as diverse as the Russian police force and a German insurance company.

The former wanted 180 police stations across the Federation modernised. The latter needed 22,000 portable computers exchanged nationally and all the employees using them re-trained.

"We are established and it's becoming easier to get clients," he says. "In fact, clients can't



Teo Rasing: Vitae Group is no ordinary employment agency

keep away from us."

Over half of Netzwerk Service's turnover comes from installing networks, a business which has been booming in recent years in Germany given the prospect of a liberalised telecoms market in 1996.

Another 25 per cent comes from maintaining networks and servicing computers.

Netzwerk Service has created a niche for itself as the biggest of the smaller network companies: slimmer and more flexible than a Siemens but with a national reach which companies of a similar size do not have.

Netzwerk Service's national scope, explains Mr Röder, is particularly important for the lucrative after-sales contracts



Joachim Röder: seeking greater participation from employees

under which the company is obliged to have a network anywhere in Germany up and running again within four hours of a problem.

But Mr Röder, 48, says the company's success lies in having been able to turn the technicians who install the networks into managers and salesmen. "I think I've been able to teach them that whatever they go they must have the clients' needs foremost in their minds," the entrepreneur explains. "If we are installing a network for the client then we immediately ask him if he needs a new floor put in and do it for him. We also offer to put in a lighting system better suited to the needs of the new network."

Netzwerk Service is leaving no stone unturned in its efforts to remain flexible and improve performance. When Mr Röder needs a licence for a new Israeli telephone system recently he knew the German authorities would take weeks to process the application.

Instead he flew to England where it took just one week to do all the necessary paperwork. One of the advantages of Europe's three-year-old single market is that a licence issued in any one of the 15 member states automatically has to be accepted by the others. He has vowed he will do the same again in future if the German authorities are too slow.

Fortunately for the company, its arrival coincided with a

graduates keen to earn money for travel constitute a high quality workforce

When New Zealand recruitment specialist Ruth Foreman first arrived in London six years ago she was looking for business opportunities not work. She saw rich pickings arising from what she remains as the mixed quality of Britain's personnel and temporary staff agencies.

"Few consultancies were offering a high standard of service and there was little loyalty among client businesses," she says. Her disappointment with the City's existing personnel agencies extended to the calibre of the temporary employees they offered to their clients, so she decided to import her staff.

Mr Röder, whose father owns a chemicals company which is one of the hundreds of thousands of Germany's medium-sized companies or *Mittelständler*, has a quick answer.

"The secret is to remain small enough where one person can still drive the whole thing body and soul. Never do what they do," he says, referring to the likes of conglomerates like Siemens. "Always remain a *Mittelständler*."

Netzwerk Service's main problem, Mr Röder says, is raising new capital. The company has few assets which it can use as collateral to secure money from the banks and Mr Röder complains that there are too few sources of venture capital in Germany.

Netzwerk Service is leaving no stone unturned in its efforts to remain flexible and improve performance. When Mr Röder needs a licence for a new Israeli telephone system recently he knew the German authorities would take weeks to process the application.

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Fortunately for the company, its arrival coincided with a

shift by many City institutions from permanent to temporary or short-term contract staff

According to the Chartered Institute of Marketing the UK is following in the footsteps of the US, where a quarter of the workforce work on a temporary basis or as part-timers.

When New Zealand recruitment specialist Ruth Foreman first arrived in London six years ago she was looking for business opportunities not work. She saw rich pickings arising from what she remains as the mixed quality of Britain's personnel and temporary staff agencies.

"Few consultancies were offering a high standard of service and there was little loyalty among client businesses," she says. Her disappointment with the City's existing personnel agencies extended to the calibre of the temporary employees they offered to their clients, so she decided to import her staff.

In 1990, the Australasian Temp Company opened its doors promising clients "temping with a new accent". Its workforce was made up of young Australians and New Zealanders keen to meet the demands of the London labour market.

The group satisfies UK law by declaring itself an equal opportunities employer, but Ms Foreman is unashamedly partisan. "We are grateful to be earning British pounds rather than spending their New Zealand savings," Ms Foreman adds.

Ms Foreman, a former general manager of Lampen, says

the strong links enable the London subsidiary to recruit the best candidates before they even leave New Zealand.

The company also relies on a steady stream of visitors, who put down temporary roots in London to earn money for further travelling.

This semi-nomadic Australasian workforce, mostly comprised of young graduates, can take advantage of UK immigration regulations to work for up to two years if they are aged between 17 and 27. They can stay for longer still if they have grandparents residing in the UK.

"These people are grateful to be earning British pounds rather than spending their New Zealand savings," Ms Foreman adds.

Their willingness to work to

finance their travels provides the raw material for ATC, which has won a strong following among such blue-chip clients as UBS, Credit Suisse First Boston and the London International Financial Futures Exchange.

Similarly, cheap labour, from often over-qualified graduates, is attractive to these clients. It has proved very lucrative for ATC. Last year the company's turnover rose 55 per cent to about £5m and operating margins reached 10 per cent.

That growth should continue, as the Chartered Institute of Marketing predicts, demand for temporary and short-term contract workers continues to grow at 10 per cent a year.

The potential of ATC is demonstrated by the recent growth

of some of the UK's largest personnel groups. CRF, for example, saw operating profits jump last year from £1.7m to £6.7m amid strong demand for computer-literate staff.

Similarly, profits at Reed Executive grew from £655,000 to £8.4m as its temporary employee business increased by 500 per cent.

The financial equation behind that growth is fairly simple. As the middlemen in temporary recruitment, agencies such as ATC receive a fee from clients and a cut of the hourly wages paid to temporary staff.

Typically ATC charges £12 an hour for supplying a worker to a blue-chip client. In turn it pays the temporary employee between £8 and £9 an hour in wages. Most of the company's clients pay ATC two weeks in arrears. So the agency has to pay its staff wages from cash balances ranging from £50,000 to £200,000 a week.

The skill of entrepreneurs such as Ms Foreman is to manage the cash to fund wage bill. They must also invest in marketing to woo new corporate clients and training facilities to improve staff skills. "There's no doubt we can manage that challenge and we've never once gone into overdraft," she says.

Although ATC believes its model would work elsewhere in the UK, and possibly in other parts of the English-speaking Commonwealth, it is concentrating future growth plans on London.

"This is a fast-growing industry, particularly in the legal and financial sectors," Ms Foreman adds. "We see 10 years of further growth ahead, and that's just in the City."

■ Buffalo Grill: by Andrew Jack

## French palates adapt to American steaks

Christian Picart has sold American eating habits to the conservative French public

Setting up US-style steak houses in France, which sees itself as the home of fine cuisine, might seem foolhardy. But it is a formula which has worked extremely successfully for Mr Christian Picart.

Nestling intriguingly alongside the computer software groups and other fast-growing European companies producing more abstract products and services, Buffalo Grill restaurants are delivering steaks and fries to some 14m French customers a year.

Fifteen years ago he opened his first branch in 1980. Mr Picart oversees a chain of nearly 130 restaurants employing 2,600 people from his office in Arasneau to the south of Paris.

Last year he reported sales of FFr1bn (£130m) and net income of FFr750m from 87 restaurants he controls directly. A further FFr400m in turnover was provided by Buffalo Grill's 30 franchise holders.

"If you had asked me in 1980 I would never have imagined that I would be running 130 restaurants today," he says.

to French prejudices that all steaks are cheap and distasteful.

His real long-term interest was the food business and he was eager to return to his preferred sector. The concept of Buffalo Grill restaurants which he developed is unashamedly North American, from the Wild-West-style lettering spelling out the name of the chain to the logo which surrounds it.

The food is also unmistakably American. "We have every type of meat you can imagine," he says. The wine list features Californian vintages, although - in a concession to the surroundings some French varieties are also on the menu.

Financed largely internally, with help from an associate and

Methodology: by Richard Gourlay

## Dynamic search

This is the first time the project to identify 500 dynamic entrepreneurs running medium-sized European companies has yielded useful results.

Though it has not produced a comprehensive list of the continent's most dynamic entrepreneurs, the research has created a database for further research and thrown up some surprising findings.

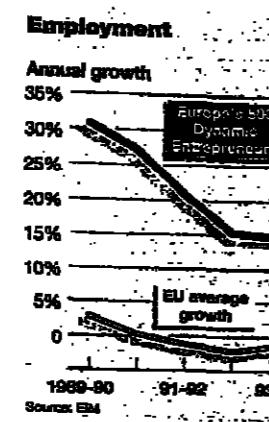
The research set out to identify a group of the fastest growing entrepreneurial-led companies in Europe. The intention was to complete the search with face-to-face interviews with 500 of the fastest growing, conducted by Ernst & Young, the accounting firm.

The project started late last year with IPS Strategies of Brussels, a consulting firm, searching through the databases of Dun & Bradstreet and other providers of European company information.

This identified about 80,000 companies that could demonstrate growth in employment or sales between 1989 and 1994.

IPS applied an objective measurement to filter the sample further. This was a formula created by David Birch, a leading analyst of entrepreneurs in the US, combining the absolute growth in the employment of a company with the relative growth. Using the Birch formula IPS chose about 6,800 of the companies from its first search of the databases.

The researchers then made 16,000 phone calls and sent 5,500 faxes to this group asking for more information. As a result, they selected about 1,000 companies that were the most rapid growers and which were prepared to co-operate



Peoples Phone: by Tim Burt

## Former minnow may pursue a listing

Peoples Phone operates on low profit margins and high volumes of business

Mr Charles Wigoder, the 35-year-old chief executive of Peoples Phone, rapidly unpacks a new mobile phone and turns it over in his hands.

Standing in the loading bay of the company's north London service centre, he says: "We think this will be a best-seller - it's a useful lifestyle item."

Rapidly increasing sales of products of this kind have transformed Peoples Phone from a minnow in the telecommunications industry into one of Britain's largest mobile phone distributors and service suppliers.

Since 1990 pre-tax profits have risen steadily. They reached £6.52m in the 12 months to October 31 last year. Sales more than doubled to £118.5m in the same period.

However Mr Wigoder admits that net margins are thin - currently about 5 per cent - and that the business relies on volume growth and taking market share from competitors such as Cellnet or Mercury's One-to-One.

It would be churlish to attribute the success at Peoples Phone solely to its ability to ride the wave of increasing customer demand for mobile phones.

This has taken more time than any of the partners had anticipated. The results of the face-to-face interviews are being gathered by EIM, a small business research and consultancy firm in the Netherlands.

The findings of this study form the basis of papers being presented and discussed in a conference in Ghent today and tomorrow.

The privately-owned company has won about 10 per cent of the UK market by offering customers a guide through the maze of phone networks, tariffs and products available. It has established a significant presence in the high street by increasing its retail outlets from just four at the start of last year to 160, while also building a full service capacity on the Cellnet and Vodafone networks.

Mr Wigoder, a former executive at Carlton Communications, claims proudly: "We are the most efficient operator in the marketplace and there's a lot more growth to go for."

Given its growth aspirations, Peoples Phone admits it would be surprising if it did not float on the stock market or seek a merger partner to fund future developments.

"To develop this business there must be a likelihood that

we will come to the market to fund operations which the current balance sheet could not sustain," says Mr Wigoder.

The company's plans include proposals to establish a presence on the "fixed wire" network. It intends to challenge BT and Mercury for a place among the suppliers of commercial and domestic telephone services.

The only potential brake on Peoples Phone's growth is the

cash-hungry nature of the business. The company needs deep pockets to fund investment in its infrastructure and subsidise the cost of acquiring handsets from manufacturers.

Companies like Peoples Phone burn cash because they have to sell mobile phones as loss leaders. A typical handset could sell for £10 in a shop, but it may have cost the retailer as much as £400 to acquire from the manufacturer.

Peoples Phone has to recover that investment from the customer through line rentals and call charges over a 12-month contract.

To ease the pain of selling handsets at a loss, the company capitalises the cost of obtaining new subscribers and writes it off over three years. At the end of that period, Peoples Phone expects that about 50 per cent of the subscribers will still be under contract and paying the charges which deliver profits.

Most of those customers join Peoples Phone after visiting one of its retail outlets, which are being rolled out at an ever-increasing pace.

To finance that expansion, the concern raised £12m in January 1994. Of this amount £2.5m was new equity and £9.5m was loan stock from issuing shares to Singer and Friedlander, the merchant bank which owns 35 per cent of Peoples Phone and which has invested some £20m in the business.

Peoples Phone further strengthened its balance sheet in December by drawing down a £15m term loan secured against the subscriber base of the company and by raising another £12.5m of equity.

The chief executive says the proceeds will be used for working capital and to repay loan stock.

"We're positioning ourselves for the mass consumer market, and that means taking market share from our rivals," he says.

In the UK the mobile phone market grew to 5m subscribers last year, of which Peoples Phone boasts 350,000 customers.

This year the total could reach 8m and is projected to be more than 15m by the turn of the century.

Peoples Phone pursues a slice of that market not only from its brightly-coloured showrooms but also the call service centre at its new headquarters in north London. Officials there use a sophisticated computer system to monitor calls and invoicing, and are reminded of any calls waiting by a ceiling-mounted electronic display.

Mr Wigoder says the speed and efficiency of the system and its staff help to make Peoples Phone one of Britain's fastest-growing non-quoted companies.

"This is a customer-led business and they are interested only in whether the phone works or not," he says. "We make sure it does."



Mobile phones are now used by people of all ages and walks of life

■ Telepizza: by Tom Burns

## Fast food means fast growth

Telepizza brought an old concept to a new market and ploughed profits back into growth

Telepizza realised before its competitors that Spain was changing rapidly. Gone were the days of feasts and elaborate family meals. Fast food was what Spaniards wanted and needed.

The company was founded in 1988 as a single pizza parlour offering home deliveries in its immediate north Madrid neighbourhood.

It now has nearly 200 centres spread out across 120 Spanish towns and cities.

This year Telepizza expects to post consolidated profits of more than Pta300m (£24m), more than double the Pta75m reported last year. It forecasts sales of some Pta1bn for 1995, up from 1994's Pta12.5m.

"The market was zero when we started," says Mr Jose Maria Serrano, Telepizza's communications chief, "but there was a terrific opportunity." Mr Leopoldo Fernandez Pujols, the company's founder, spotted the gap in the market. He

owns 40 per cent of Telepizza's shareholder capital and was its chairman until a recent boardroom coup.

Mr Fernandez was formerly an executive with the healthcare multinational Johnson & Johnson. He knew a lot about marketing and consumer fads and nothing at all about fast food. But he knew what the Spanish public was prepared to buy. When he came across pizza home deliveries during a stay in the US he had found the product he was looking for.

Telepizza now has a 54 per cent share of the pizza home deliveries market in Spain. Its success is as much the triumph of a concept as it is of a product.

The company's management understood that Spain had undergone a profound sociological change that had brought young mothers out of the kitchen and into the workplace. And office workers in Spain, like everywhere else, had begun to eat at their desks.

Home deliveries, as opposed to office deliveries, make up the bulk of Telepizza's business. They are ordered both by children battling with their homework while their

parents are still at their jobs or by exhausted parents staggering home late because office hours in Spain can stretch into the night.

Telepizza also understands that although Spaniards have belatedly come round to the concept of fast food, the domestic culture remains imbued with the tradition of good home-made cooking. This means that the company has to take special care over the quality of its product - fresh ingredients are delivered daily - and over the amount of choice it offers its customers.

After pioneering pizza home deliveries, Telepizza has stayed ahead of its competitors by introducing the do-it-yourself pizza: clients can summon up literally thousands of permutations of the product's 15 basic ingredients. Its latest success has been a Tex-Mex pizza called the Jalisco, dreamt up by its consumer research department.

The corporate culture and growth strategy are no less important. Telepizza believes in decentralisation and cutting out bureaucracy. This ethos has set the tone of its staff relations and franchising.

Telepizza has succeeded in creating a corporate culture and with it an expansion strategy that has multiplied its rewards. Employees who deliver pizzas by motorcycle within half an hour of receiving the order are, in the company's parlance, autonomous businesspeople responsible for their own slice of the pizza market. These employees are allotted a specific area. It is up to them to develop a relationship with their clients.

Spurred on by sales incentives and bonus packages Telepizza's representatives will spend nearly as much time promoting the company in their allotted area as they do delivering its products to customers.

About half the 185 Telepizza centres in Spain are franchises. The company believes this mix is the right one and that further franchises as it expands will, for the time being, be the property of the existing 50 or so franchise owners.

"For a franchise system to work you have to have franchisees who love the company and what it produces," says Mr Serrano. "These are exactly the sort of people that we have got now and we want them to grow with us."



Telepizza has pursued a strong investment policy, ploughing Pta3m into new centres and equipment last year. It will invest a further Pta1.5m this year. One reason for the boardroom revolt that forced Mr Fernandez's resignation in October was that other shareholders were clamouring for dividends and objected to the drive for expansion that he was masterminding.

Firmly established in Spain, Telepizza has also tested foreign waters again through a mix of directly-owned units and franchises and has set up around 50 centres abroad. It is operating in Poland, Portugal, Greece and Belgium as well as in Mexico, Chile and Colombia. But the focus is on Spain. Its home market is far from saturated.

■ BMR: by John Murray Brown

## Creditor who saw his chance to profit

How a small Donegal-based healthcare company is blazing a trail to the US

The windswept wilderness of northern Donegal might seem an odd place to find one of Europe's most dynamic companies. But a small assembly unit making a muscular stimulator product for the leisure and healthcare sectors is blazing a trail from a modest site in the Ulster Gaeltacht, the industrial zone run by the development authority of the Irish-speaking region.

EMR Teartana - to give its Irish language corporate title - has quietly established a niche market for itself, making prod-

ucts for muscular therapy and body toning using the Slendertone brand name which it bought in 1987.

Mr Kevin McDonnell, the chairman, chief executive and owner of 55 per cent of the company, is a little vague about the source of his success. Part of it, he says, is the strong work ethic in the area. He points out that half of his employees are from Glasgow families - migrants who have returned to the north-west corner of Ireland bringing with them Scottish attitudes of thrift and industry.

Mr McDonnell himself fell into the job by accident. BMR, originally a UK company producing the Slendertones range from Ashford in Kent, relocated in the 1980s to take advantage of the Shannon free

zone. However, the company eventually went into receivership. Mr McDonnell, then a creditor of BMR, approached the receivers to see what he could salvage. When he looked at the business plans, he spotted the chance.

"I thought it was a bit odd that the company could go out of business and yet, according to its business plan, it was capable of a 20 per cent return on turnover."

A chartered accountant by training, he was recruited to Lord Parkinson, the former Tory minister - Mr McDonnell had a hunch he could turn the company round. His judgment was well-founded. He bought the company for £300,000 in 1989 and BMR sales are now growing at around 50-60 per cent a year.

The medical products business, where growth is less dramatic but margins are more attractive, is seen as the source of the company's future earnings. In the US alone the market for muscular rehabilitation products has jumped from \$8m in 1991 to more than \$20m this year.

"We have a completely revitalised product range, all of which has been developed and all of the cost of which has been completely written off," says Mr McDonnell.

Half of the original investment was provided by the Ulster Development Commission, which had a European Union ruling similar to US laws, companies that sell such products will have to re-equip their factories to meet new health standards.

"I believe it will make life easier for us. I know it sounds a bit smart, but our products

have always been seen as the industry standard," says Mr McDonnell.

Currently BMR spends half its budget on advertising costs. The company is also spending around £800,000 a year on research and development, quite a large sum for a company of its size. Accounting policy is conservative. "We write off the month the expenditure takes place. The idea of tying up assets in your balance sheet reflecting your designs or your trademarks is just silly. I know others disagree, but I can't go to the bank with it and I can't raise any money with it. I'd only be buying myself," he says.

The company is best known for its Slendertone product line - a series of muscle stimulation equipment used in the cosmetic and personal care market. On the advertising front, the company is talking to Twiggy, the 1980s model, about an "incommercial" to promote the product.

But Mr McDonnell is more excited about the prospects for the medical side, particularly in the US where increasingly healthcare is being done "off site" at home or in therapy centres.

Only last month BMR concluded a deal with the Kaiser group of hospitals in California. BMR will supply an incontinence product under a rental arrangement, also providing servicing and direct patient aftercare.

Mr McDonnell is keen to point out that "few people realise that the sales of adult diapers in developed countries exceed those of baby diapers". The market for adult diapers is now worth \$1.3bn a year.

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